



Board of Trustees - Study Session

Tuesday, March 8, 2022 at 5:45 pm

**PLEASE SILENCE ALL CELL PHONE AND ELECTRONIC DEVICES.
THANK YOU**

1. Meeting Information

207 Muegge Way, Bennett, CO 80102

For a live stream of the meeting use the information below:

<https://us02web.zoom.us/j/87625492576>

Meeting ID: 876 2549 2576

Passcode: 624205

One tap mobile

+16699006833

2. Communications and IT Department Update

Alison Belcher, Communications and IT Director

Adam Meis, IT and Communications Manager

Attachments:

- **Communications and IT Department Update** (TownofBennett_StaffReport_March2022_Communications_1.pdf)
- **Town of Bennett Communications Plan** (2_-_FULL_Communications_Plan.pdf)

3. 2021 Fourth Quarter Finance Report

Danette Ruvalcaba, Town Treasurer, Director of Finance

Click the link below to view the 2021 Town of Bennett Fourth Quarter Financial Report Dashboard

<https://app.smartsheet.com/b/publish?EQBCT=ae8542dd32d44ec9bc44c539c0aed7ec>

Attachments:

- **2021 Fourth Quarter Finance Report** (4Q21_Finance_Report_Final.pdf)

Contact: Christina Hart (chart@bennett.co.us 303-644-3249 x1001) | Agenda published on 03/03/2022
at 5:29 PM

STAFF REPORT



welcome neighbors.

TO: Mayor and Town of Bennett Board of Trustees
FROM: Alison Belcher, Communications and IT Director
Adam Meis, IT and Communications Manager
DATE: March 8, 2022
SUBJECT: Communications and IT Department Update

Management Summary

Communications and IT Department

In January 2022, Adam Meis was promoted to the IT and Communications Manager and Alison Belcher moved into the role of Communications and IT Director. Since this change in roles, the department has focused on software implementation and updating technology while still prioritizing communications and sharing the Town's message to the Bennett Community.

Cybersecurity

The Cybersecurity and Infrastructure Security Agency (CISA) and the Federal Bureau of Investigation (FBI) issued a joint Cybersecurity Advisor in lieu of recent events. According to CISA, "there is no specific, credible threat to the United States at this time, all organizations should assess and bolster their cybersecurity."

Desktop Security

The Town of Bennett has in place a multi-factor authentication antivirus (SOPHOS CLOUD) to prevent unwanted and potentially malicious attacks. This antivirus also has an anti-ransomware feature that helps to protect the Town's computers. The antivirus and antimalware conduct regular scans to detect any threats and are constantly checked to make sure all software is up to date. In addition to the antivirus the Town has multiple firewalls in place to monitor and filter network traffic appropriately. The firewalls will also be updated in March.

Server Security

This is also a server version of the antivirus on the main servers for the Town. Access to the servers is very limited and only by administrators

Data Backup and Cloud Applications

The Town is currently adopting and using more cloud based storage application. The benefit of the cloud application is the data is protected completely from any attack on the Town. An example is Google Cloud storage.

As a final fail safe to these attacks, staff ensures that the Town data is backed up regularly. Data is backed up in multiple locations on the network and as well as the cloud.

Servers are backed up daily to another device and critical files are stored in the cloud as well. Critical shares and employee files are backed up multiple times throughout the day to multiple locations on the network.

Network Security

In addition to the antivirus software, the Town has multiple firewalls in place to monitor and filter network traffic appropriately to protect the network from outside attacks. The firewalls are updated daily and backed up monthly to make sure that they are up to date.

The firewall runs multiple applications to protect against attacks and is the industry leader in protection.

Email Security

One of the most common attack vectors used by attackers is email. The Town uses Google Mail, which has an anti-ransomware and anti-spam feature enabled and Town administrators are informed if there is any email that has been deemed to be suspicious. Employees as well as Trustees should always notify IT of any possible spam or phishing email received. The best course of action if you think an email might be harmful is to not click any link or button within the email and forward the email to the IT department for them to scan and determine the threat level.

The Town and the IT Department have taken every precaution necessary to help prevent a direct cybersecurity threat.

Microphone Update

Staff has purchased new microphone stations for the Community Room. The intention of the new microphone is to mitigate some of the technical problems encountered with the current set up. The new microphones are the Televic Confidea FLEX G4. Each station includes a microphone and built in audio speaker. The chairman will have the ability to maintain control over who speaks and for how long, plus the meeting can be seamlessly recorded. The new microphones are also equipped with a new smart battery and charging station so they will not die during the duration of meetings. The microphones are wireless and use a WAP (wireless access point) instead of RF (radio frequency) this a more reliable and secure solution that will reduce any static interference. Staff will have the ability to manage the microphones remotely through the software included with the package.

Communications and Strategic Plan Goals Update

Increase visitors to the Town Website by 10% annually.

- From 2020 – 2021 the Town increased page views by 87%. Some of the most frequented pages include the Utility Billing Department, Building Department and Contractor License Registration.

Increase Facebook followers by 8% annually.

- The Town of Bennett currently has 2,802 followers.
 - At the end of 2021 that was an 11% annual increase from the end of 2020
- Facebook Likes: 10% annual increase from 2020
- Twitter Followers: 8% annual increase from 2020
- Instagram Followers: 58% increase from 2020

Increase the number of subscriptions to the Town’s eNewsletter by 7% annually.

- Bennett Broadcast: 18% increase from 2020
- Board Update: 40% increase from 2020

Ensure responses through social media and the website are answered within two business days.

- The current staff response rate on Facebook is within a day of receiving the message.
- The Town has had a fillable form on the “Contact Us” page where residents can submit questions and inquiries. All of those inquiries are answered within one business day of receiving the request.

Increase attendance for all Town run events meetings and programming by 5% annually.

- Town Staff has increased attendance to Town events by more than 5% in 2021 due to the reduced capacity in 2020. Going forward, attendance for 2022 events will be a more accurate baseline to track attendance increase for events.

Increase use of press releases and media advisories sent to local news outlets by 10% annually.

- 56% increase from 2020 - 2021

Highlight the accomplishments of a Town department each month.

- The Town continues to highlight different departments monthly via the Bennett Broadcast, press releases, social media posts, etc.
 - September 2021: Introducing CSO & Holiday Help Program - <https://www.youtube.com/watch?v=XVwp5pHpXWE>
 - October 2021: Public Works Maintenance Tips – Bennett Broadcast/Social Media Graphics
 - November 2021: Snow Plow Removal Procedures - <https://www.youtube.com/watch?v=JHZSqJprAaU>
 - December 2021: 2021 Highlight - <https://www.youtube.com/watch?v=klp8BDfF5vo>
 - January 2022 – Master Transportation Plan & New Building Department Software <https://www.youtube.com/watch?v=dbnqvMRRawg&t=1s>
 - February 2022 – Bennett Public Safety Survey <https://docs.google.com/forms/d/e/1FAIpQLSfK2PT8mnZ3KNFcPHm7uUmeiavh3fs9tiYK8q4DzwHZf0oosQ/viewform>

2022 Events

Engage.Shape.Build – Master Transportation Plan

Date/Time: Wednesday, January 19, 2022, 5:30 – 6:30 p.m.

Location: Virtually

Details: The Town of Bennett and Bohannon Huston hosted a meeting to introduce the Master Transportation Plan and seek public input and feedback regarding improving the transportation system.

Board Members Requested to Attend

Virtual Paint & Sip*

Date/Time: Saturday, January 29, 2022, 2:00 p.m.

Location: Virtually/Anythink Libraries

Details: The Bennett Arts Council and Anythink Libraries held a virtual Paint & Sip class.

Virtual Needle Felting Class*

Date/Time: Saturday, February 12, 2022, 11:00 a.m.

Location: Virtually/Anythink Libraries

Details: The Bennett Arts Council and Anythink Libraries held a virtual needle felting class hosted by local artist and community partner, Becky Zierer

Community Movie Night*

Date/Time: Saturday, February 26, 2022, 2:00 p.m.

Location: Bennett Community Center

Details: The Bennett Arts Council and Teens Living Clean hosted a movie night viewing Encanto. Admission was a canned food item that was donated to the Bennett Community Food Bank.

Virtual Creative Writing Workshop*

Date/Time: Saturday March 12 & Saturday March 26, 2022, 11:00 a.m.

Location: Virtually/Anythink Bennett

Details: Through a partnership with the Bennett Arts Council, Anythink Bennett presents this two-part creative writing seminar with local writing instructor, Robbin Schincke. Participants will learn how tap into their creative potential and express themselves on the page. This hybrid program will be held in-person.

Family Painting Class*

Date/Time: Saturday, April 9, 2022, 2:00 p.m.

Location: Anythink Bennett

Details: The Bennett Arts Council and Anythink Libraries will be hosting an in-person family painting class.

Community Easter Egg Hunt*

Date/Time: Saturday, April 16, 2022, 9:00 a.m. – 11:00 a.m.

Location: Trupp Park

Details: The Bennett Arts Council will host a community Easter Egg hunt.

Adams County Town Hall

Date/Time: Wednesday, May 4, 2022, 5:30 p.m.

Location: Town Hall

Details: The Adams County Commissioners and Adams County Manager will be hosting a Town Hall for the Eastern corridor at Town Hall.

Business Appreciation Event

Date/Time: Thursday, May 19, 2022, 4:30 p.m.

Location: Town Hall

Details: This event is to give back to the Bennett businesses. The love your Bennett Business event will highlight all of the businesses in the area as well as recognize a Bennett Business Volunteer and give awards to those who have been in the Bennett for "X" number or years.

Board Members Requested to Attend

Virtual Graphic Design Class Series*

Date/Time: Saturday, May 14 & Saturday May 21, 2022, 11:00 a.m.

Location: Virtually

Details: The Bennett Arts Council and Anythink Libraries will be hosting a virtual graphic design class series.

Party in the Park*

Date/Time: Friday, June 10, 2022, 6 p.m.

Location: Trupp Park

Details: The Bennett Arts Council works with local musicians to perform a concert while residents can bring a picnic dinner to eat in the park.

Community Clean Up Day

Date/Time: Saturday, June 18, 2022, 9:00 a.m. – 12:00 p.m.

Location: Alpine East Regional Landfill

Details: The Community is invited to get rid of their trash at Alpine East Regional Landfill. Data Destruction for electronic recycling and paper shredding. CORE is a sponsor of this event.

Teen Art Class*

Date/Time: Saturday, June 18, 2022, 3:30 p.m.

Location: Anythink Bennett

Details: The Bennett Arts Council and Anythink Library will work with a local artist to host an art class for teens in the community.

Party in the Park*

Date/Time: Friday, July 8, 2022, 6:00 p.m.

Location: Trupp Park

Details: The Bennett Arts Council works with local musicians to perform a concert while residents can bring a picnic dinner to eat in the park.

State of the Town

Date/Time: Friday July 22, 11:30 a.m. - 1 p.m.

Location: Bennett Community Center

Details: State of the Town is an annual luncheon held to inform elected officials and other stakeholders of the important accomplishments and projects the Town has completed in the past year. It also looks forward to what is to come for the Town.

Board Members Requested to Attend

Party in the Park/ Eastern I-70 Corridor Art Show and Mural Wall Auction*

Date/Time: Saturday, August 13, 2022

Location: Morgan Community College

Details: The Bennett Arts Council will be hosting an art show and concert that will include the sale of the mural wall that is on display at Trupp Park.

Bennett Days

Date/Time: Saturday, September 10, 2022

Location: Trupp Park

Details: Based on schedule of sponsored and community partner events.

Board Members Requested to Attend

Community Clean Up Day

Date/Time: Saturday, September 17, 2022

Location: TBD

Details: For National Clean Up Day, the Community Services Department will host a second clean-up day to encourage residents to maintain their neighborhoods.

Trunk – or – Treat

Date/Time: Thursday October 27, 2022, 4:30 – 6:30 p.m.

Location: Town of Bennett Town Hall

Details: Community partners, local business and residents are invited to participate in Trunk or Treat. Those participating will decorate their cars and invite kids to trick or treat from car to car as a safe place for kids to enjoy Halloween. Town Staff will also decorate the inside of Town Hall so kids can continue the trick or treating inside. There will also be a photo booth and other activities throughout the event.

Veterans Day Celebration

Date/Time: Friday, November 11, 2022

Location: High Plains Diner

Details: In order to honor veterans in the Bennett Community, the Town of Bennett will sponsor a free meal for veterans at the High Plains Diner. The Board of Trustees will also issue a proclamation for Veterans Day.

Small Business*

Date/Time: Saturday November 26, 9:00 a.m.

Location: Bennett Recreation Center

Details: Small Business Saturday event to celebrate local vendors and artisans in the Bennett community.

Breakfast with Santa

Date/Time: Saturday December 3, 2022, 8:00 a.m.

Location: Bennett Community Center

Details: The Town of Bennett Board or Trustees is invited to host the community and cook breakfast. Santa will also be present to take pictures with kids.

Bennett Holiday Help/Gift Distribution

Date/Time: TBD

Location: Town Hall

Details: The Town will collect gift/toy donations throughout the year and then give them away to families who need extra help during the holiday season.

Other Events:

Public Input Meetings – Engage Shape Build

Date/Time: TBD

Location: Community Center or Town Hall

Details: Public input/information meetings are scheduled based on upcoming projects or events.

Ribbon Cuttings/Grand Openings

Date/Time: TBD

Details: Ribbon Cuttings, Grand Openings and Ground Breakings for new developments, businesses, buildings, etc.

**Bennett Arts Council Events*

Attachments

1. Town of Bennett Communications Plan

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TOWN OF BENNETT Communications Plan



townofbennett.colorado.gov



welcome neighbors.

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INTRODUCTION



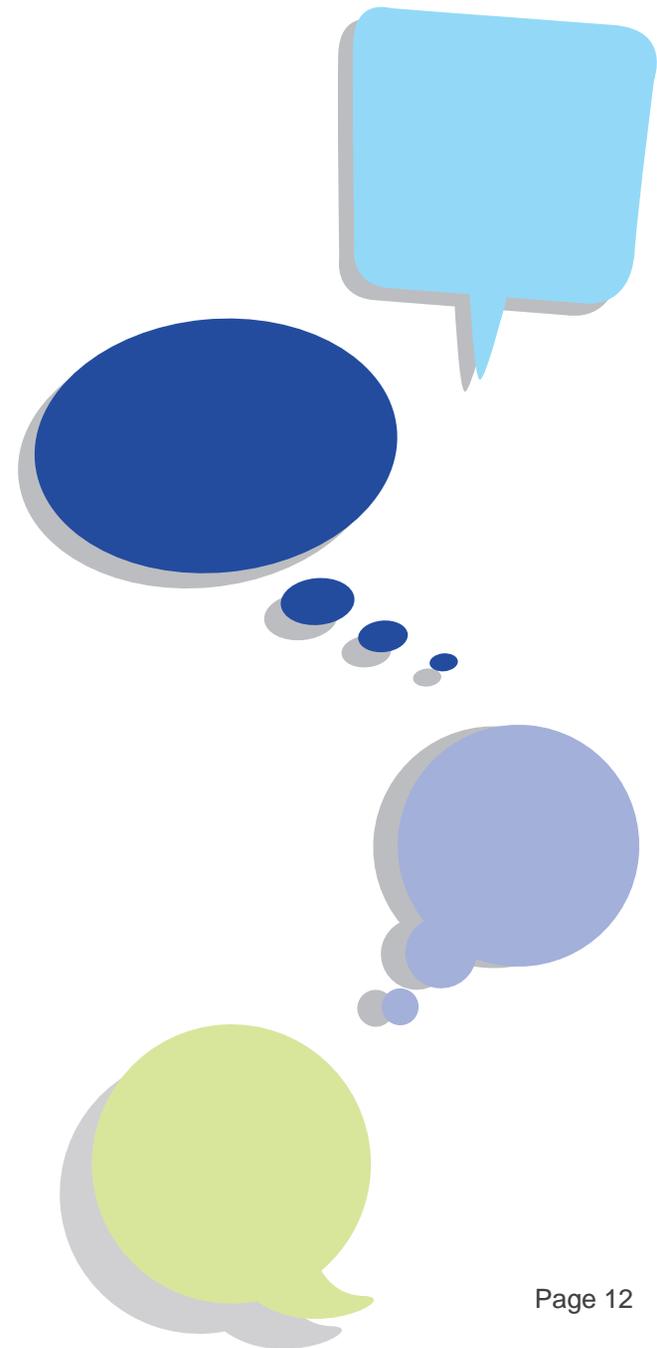
This document outlines the Town of Bennett’s approach to communications and community relations, with the overall goal to enhance the way we communicate with our community.

The Town of Bennett serves over 2,500 residents with unique voices and needs. As the level of government that directly impacts residents the most, it is the Town's belief that open, two-way communication is the best approach to helping the community understand how the Town operates and creating a feeling of connectivity between the Town and its residents.

The information included in this document highlights how staff will enhance Town communication and provide timely, accurate, clear, and proactive messaging for residents, stakeholders, community partners and those interested in being a part of the Bennett Community.

This plan also represents the Town’s willingness to adapt, understand, and employ messaging across various platforms that meet the needs of all applicable parties. The expectation from the community is that the information they receive from the Town is relevant, timely, accurate and trustworthy.

Our priority is to provide residents with the information they need to connect and engage with their Town government.



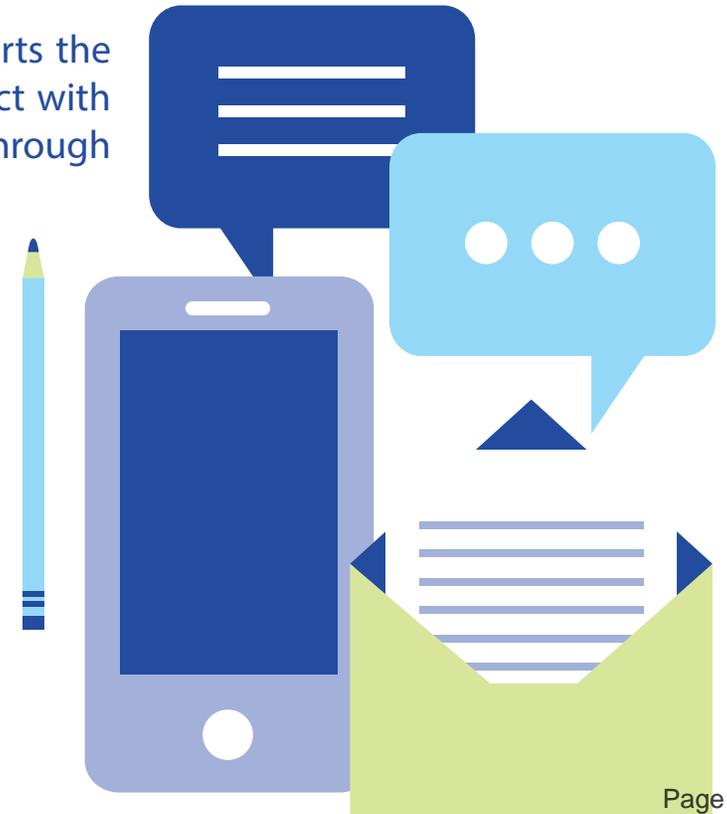
WHAT IS PUBLIC RELATIONS?



Public relations is a strategic communication process that builds and enhances mutually beneficial relationships between an organization and the public.

For the Town's communications plan, public relations refers to the specific relationship between the Town, its residents and stakeholders that is supported by transparent and expedient external communication.

Public relations is about creating a narrative that highlights and supports the Town and provides residents with the information they need to connect with their government. It is used to protect, enhance or build reputations through the media, social media and self-produced communications.



COMMUNICATIONS VISION & PRINCIPLES



Communications Vision:

To build and enhance the overall understanding residents, staff and stakeholders have of their municipality's policies, programs, services and decisions through open, two-way communication and engagement.



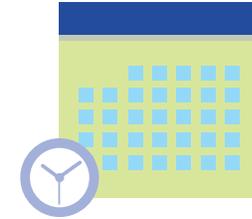
ACCESSIBLE

Information is easy to find, understand and readily available.



ACCURATE

Information is correct in all details and based in facts.



TIMELY

Information is provided in an expedient timeframe.



UNDERSTANDABLE

Information is written in uncomplicated language and is universal to all parties.



RELEVANT

Information is applicable to our residents, partners and stakeholders.



CONSISTENT

Information is recognizable and reliable. Page 14

WHAT IS OUR FOCUS?



Having determined the guiding vision and principles for all Town communication, three focus areas were identified to help improve and enhance Town of Bennett Communications. The three areas are:

1. Information Availability: Make information available to everyone.

Enhance the way Bennett delivers our message by providing accessible, relevant information and creating trust and mutual respect with our community. When the community is informed, understanding of Town decisions increases. When this happens, trust and respect become an inherent byproduct of Town communications.

2. Two-Way Communication: Increase public engagement through positive, two-way communication.

Build strong communities by engaging residents, and ensuring their voices are heard, respected and included in the decision making process. When communication is open, dialogue on sensitive issues is more productive and favorable.

3. Positive Storytelling: Maximize the ways we share positive stories.

Use our own voice to energize staff and the community to become ambassadors for the Town and for one another. Telling the story of the Town and the people who live here is an important pillar of the foundation of our community. Highlighting our successes and our people creates a sense of pride, unity and solidarity.

By following the objectives and tactics listed in the next pages, these focus areas will help us improve what we communicate and how we communicate it.



FOCUS: INFORMATION AVAILABILITY



Objectives:

- Produce digestible and understandable information in a variety of formats: print, digital, etc.
- Create transparency of municipal operations and decisions.
- Build trust between residents and the municipality.
- Employ community-first approach in all communications.

Tactics:

- Run regular ads using local newspaper and social media, highlighting Town events, information and key issues.
- Find balance between traditional and emerging communications technologies to reach a broad audience.
- Regularly update the Town website to provide greater clarity on issues, programs and services.
- Improve communication internally between departments to share accomplishments and updates that can be highlighted.
- Review methods of delivery on an annual basis to ensure the most successful channels are fully utilized and enhanced.
- Research other outreach opportunities including radio, television, etc.

Measurement Goals:

- Increase in visitors to the Town website by 10% annually.
- Increase Facebook followers by 8% annually.
- Increase the number of subscriptions to the Town's E-Newsletter (Bennett Broadcast) by 7% annually.

FOCUS: TWO-WAY COMMUNICATION



Objectives:

- Create additional opportunities to engage in two-way communication with residents and stakeholders.
- Respond to inquiries and feedback in a timely manner.
- Improve trust between the Town, residents and stakeholders regarding town services and programs.
- Ensure consistency of messaging, brand and communications channels.
- Improve customer service and positive feedback from residents.

Tactics:

- Update communications policies and procedures, reviewing annually.
- Develop processes for communications standards for Board and staff.
- Consult and involve stakeholders and community partners on important issues through a variety of measures: surveys, info sessions, etc.
- Continue Engage.Shape.Build public input meetings and continue to explore and generate new ways to engage the community.

Measurements Goals:

- Ensure responses through social media and the Town website are answered within two business days.
- Increase attendance for all Town run events, meetings and programming by 5% annually.

FOCUS: POSITIVE STORYTELLING



Objectives:

- Focus on positive storytelling, building the reputation of the Town of Bennett locally, regionally and statewide.
- Leverage positive storytelling into local and regional media coverage.
- Create ambassadors out of the community and staff in their personal and professional circles.
- Share positive departmental achievements, successes and initiatives.
- Help ensure outside media stories about the Town are positive and factual.

Tactics:

- Develop an online presence of newsworthy, community and Town-focused features.
- Publish monthly Bennett Broadcast ENewsletter with well-rounded view of what's happening in Bennett.
- Establish routine communication between staff to share accomplishments and Town achievements.
- Create resident and staff spotlight features.

Measurement Goals:

- Increase use of press releases and media advisories sent to local news outlets by 10% annually.
- Highlight the accomplishments of a Town department each month.

WHO ARE OUR TARGET AUDIENCES?



Identifying and understanding how our target audiences receive and consume information is critical in crafting and delivering our message. Depending on the audience, the message and its delivery is tailored specifically to each group. By doing so, we increase the likelihood of effective communications and a broader understanding of the issues facing the Town.

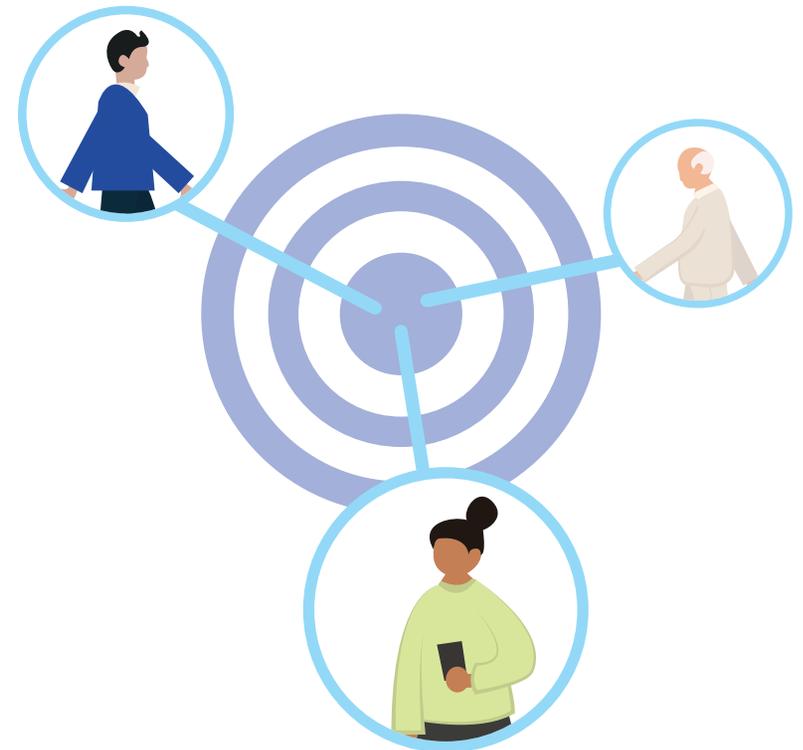
Who are the Town of Bennett Target Audiences?

External:

- Residents
- Local/Regional Businesses
- Community and Regional Partners
- Developers/Contractors/Investors
- Government Agencies
- Third-Party Stakeholders: Groups, Associations, Service Clubs
- Media

Internal:

- Board of Trustees/Town Commissions and Committees
- Town Staff
- Town Consultants



WHAT ARE OUR COMMUNICATION TOOLS?



Print Communications:

- Ads and Publications in Local Newspapers
- Monthly Water Bill Insert
- Posters and Flyers: Posted at Town Hall and on community boards throughout Bennett
- Direct Mail Postcards
- Town Banners

Digital Communications:

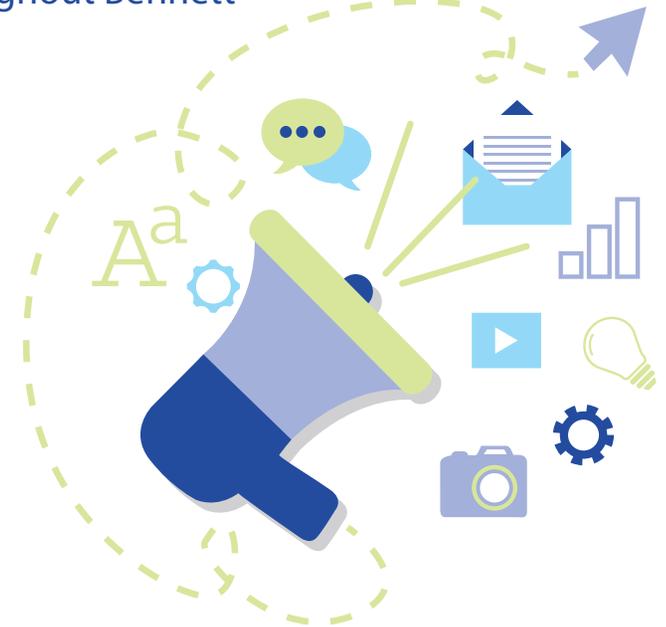
- Town Website
- Electronic Message Board
- E-Newsletter - Bennett Broadcast
- Social Media: Facebook, Twitter, Instagram, and Nextdoor
- Town Produced Video

Media Communication:

- Press Releases
- Media Advisories

In-Person Communication:

- Daily face-to-face interactions with residents, community partners, and stakeholders
- Community Input Meetings: Engage.Shape.Build
- Community Events: Bennett Days, Bennett Arts Council, State of the Town, etc.
- Town Committee and Advisory Board Meetings
- Public Meetings: Board of Trustees, Planning and Zoning Commission, etc.
- Networking Functions



HOW WILL WE GET THE WORD OUT?



Communication Categories:

Event/Programming:

When events and programming are held in the Town of Bennett or coordinated by Town staff, pertinent information and updates will be provided using some or all of following resources:

- Press Release/Media Advisories
- Website Updates
- Posts to Social Media
- E-Newsletter - Bennett Broadcast
- Direct Mail Postcards
- Water Bill Inserts
- Poster and Flyers
- Electronic Message Board
- Newspaper Publication or Advertisement
- Community Input Meetings
- Public Meetings
- Advisory and Committee Meetings
- Networking Functions
- Town Produced Videos
- Town Banners

Local and Regional Partners and Stakeholders:

When information is given to us from our regional and community partners that is of value to our residents (information on road closures, access to county services, updates to food bank distribution, etc.) information and updates will be provided using some or all of the following resources:

- Press Release/Media Advisories
- Website Updates
- Posts to Social Media
- E-Newsletter - Bennett Broadcast
- Direct Mail Postcards
- Water Bill Inserts
- Poster and Flyers
- Electronic Message Board
- Newspaper Publication or Advertisement
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HOW WILL WE GET THE WORD OUT?



General News and Information:

When the Town needs to share general news updates and information residents and stakeholders (information on Board of Trustee meetings, water rates, land purchases, development, code updates, budget, public works notices, public hearing notices, etc.) information and updates will be provided using some or all of the following resources:

- Press Release/Media Advisories
- Website Updates
- Posts to Social Media
- E-Newsletter - Bennett Broadcast
- Direct Mail Postcards
- Water Bill Inserts
- Poster and Flyers
- Electronic Message Board
- Newspaper Publication or Advertisement
- Community Input Meetings
- Public Meetings
- Advisory and Committee Meetings
- Networking Functions
- Town Produced Videos
- Town Banners

Positive Storytelling:

When the Town wants to celebrate community and government topics and accomplishments (information on Board of Trustee accomplishments, staff and department updates, holiday greetings, and business and resident recognition) information and updates will be provided using some of all of the following resources:

- Press Release/Media Advisories
- Website Updates
- Posts to Social Media
- E-Newsletter - Bennett Broadcast
- Direct Mail Postcards
- Water Bill Inserts
- Poster and Flyers
- Electronic Message Board
- Newspaper Publication or Advertisement
- Community Input Meetings
- Public Meetings
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WHAT IS CRISIS COMMUNICATION?



What is a Crisis?

A crisis can be many different things. It can be a pandemic, natural disaster, or act of mass violence. In association with public relations and communication, a crisis can also be a threat to the organization’s reputation, negative press, or a high-profile controversial decision that requires strategic messaging. A crisis can come to any community and being prepared for an emergency situation is the first step in effectively managing any crisis.

Who is Involved in Crisis Communication?

Though each crisis will present varying circumstances, the Town Administrator, Deputy Town Administrator, Public Relations Coordinator and the appropriate department managers will be involved in crisis mitigation. The Mayor, Trustees and additional staff may be involved with varying degrees of responsibility, set forth and dictated by the Town Administrator.

How will the Town of Bennett Handle a Crisis?

The Town will create a cohesive and consistent message around the crisis and adapt that message as the situation evolves. Timelines in providing information are key to mitigating a crisis and some or all of the following communication resources will be used to provide the most update to date information:

- Press Release/Media Advisories
- Website Updates
- Posts to Social Media
- E-Newsletter - Bennett Broadcast
- Direct Mail Postcards
- Water Bill Inserts
- Poster and Flyers
- Electronic Message Board
- Newspaper Publication or Advertisement
- Community Input Meetings
- Public Meetings
- Advisory and Committee Meetings
- Networking Functions
- Town Produced Videos
- Town Banners

COMMUNICATION MATRICES



A matrix checklist has been created for each communication category to show the timeline and communication resources that will be used to get the word out. These matrices will be used by staff to ensure accuracy and expediency when sharing information with the public. The matrices have been included as Appendix A to this document but are subject to change based on need.



MEDIA RELATIONS ROLES & RESPONSIBILITIES



The Media Relations Protocols have been developed as part of the Strategic Communications Plan and are intended to ensure that any comments made to the media are consistent, factual, and accurate. The term “media” includes, but is not limited to, newspapers, magazines, journals, bulletins, newsletters, radio programs, television programs and electronic media such as online journals, online news websites, alternative news website, journalism schools, blogs, podcasts, electronic newsletters and electronic notice boards.

The Public Relations Coordinator is responsible for managing communications between the Town and the media.

To ensure that the Town communicates effectively with members of the media, the following procedures have been developed. These protocols ensure that the interface between the Town and the media is managed appropriately to maximize the benefits for the Town and to minimize the risk of adverse publicity, public anxiety and misunderstanding due to the release of inaccurate or inappropriate information. The Media Relations Protocols apply to all Town Officials (Town Board, Commissions, Advisory Boards, Town Staff, including permanent and temporary staff, consultants, and contractors when representing the Town in media.)

Media Inquiries

Any Town officials, employees and contractors/consultants must work with the Public Relations Coordinator to respond to media inquiries regarding Town policy, programs, initiatives, facilities, infrastructure, vendors, contracts or special events. If a media request is made verbally, the Town official should ask the reporter to send the request in writing via email.

Notification

Media inquiries regarding controversial or sensitive materials and/or matters relating to public safety should be brought to the immediate attention of the Town Administrator and the Assistant to the Town Administrator.

MEDIA RELATIONS ROLES & RESPONSIBILITIES



General or Routine Media Requests

After providing the appropriate notifications, routine media requests may be handled by any Town official or Town Employee if the information provided is factual, incidental or inconsequential in nature such as confirming a meeting time or providing scheduling, location or other routine information about a Town event or activity.

Town-Initiated Media Contacts/Information Distribution

Proactive media contact will be regularly made by the Public Relations Coordinator and includes issuing press releases and media advisories as well as making proactive, personal contact with news reporters and editors in an effort to build collaborative, mutual beneficial relationships.

General Protocol for Press Conferences/Interviews

- The Town Administrator shall be the spokesperson for requests for comment or interviews regarding a staff or organizational issue, unless the inquiry requires in-depth or technical knowledge, in which the Town Administrator shall designate an appropriate subject matter expert for comment or interviews.
- The Public Relations Coordinator must review all media releases and in-depth responses to the media.
- News reporters and other media representatives should be advised that requests to photograph, interview and/or videotape Town staff or Town officials must be directed to the Public Relations Coordinator.
- For press conferences, media briefings and media events, the spokesperson is most often the Town Administrator or an appointed spokesperson.
- The Public Relations Coordinator will be responsible for coordinating all aspects of Town related press conferences or interviews.

The complete media relations protocol can be found in Appendix B.

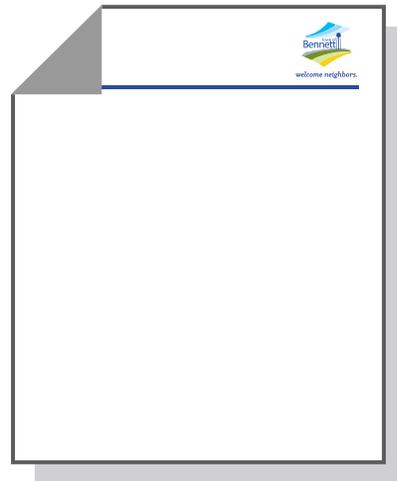
HOW WILL WE CREATE CONSISTENCY?



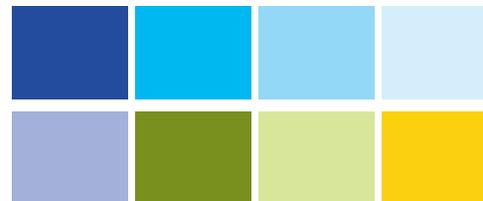
What is branding and what is its purpose?

Branding is the marketing practice of creating a name and logo or design that identifies and differentiates an organization from other organizations.

The purpose of branding is to create consistency for those consuming the information of an organization. Branding allows an organization to create a memorable impression, and provides continuity and familiarity for residents and stakeholders.



welcome neighbors.

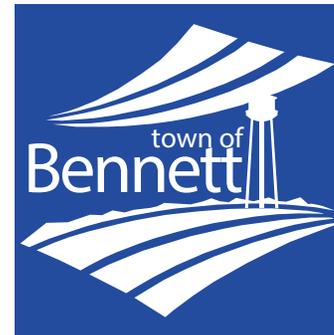


TOWN LOGO



The Town of Bennett logo must always be used in the proportional square shape. The general versions include full color, black-on-white, white-on-black or white-on-color.

The Town's tagline "Welcome Neighbors" can accompany the logo in the same colors.



TOWN LOGO



The Town of Bennett Logo may also be produced with the words separate from the design when being used for Town application. The logo may only be used in this context when approved by the Town Administrator and the Public Relations Coordinator.

The logo in this format may be used in the original color scheme, black and white or grey scale.



TOWN COLORS



There are eight colors that make up the Town of Bennett's brand.



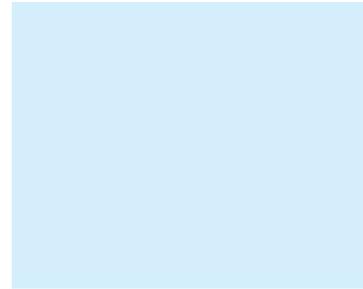
HEX # 244c9e
C 95% R 36
M 81% G 76
Y 1% B 158
K 0%



HEX # 00b8f1
C 82% R 0
M 0% G 184
Y 0% B 241
K 0%



HEX # 93d9f8
C 38% R 147
M 0% G 217
Y 0% B 248
K 0%



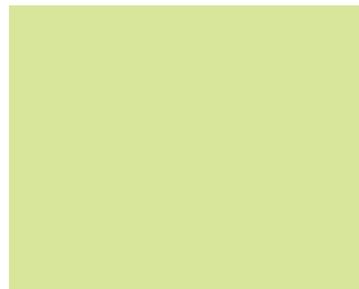
HEX # d4eefc
C 15% R 212
M 0% G 238
Y 0% B 252
K 0%



HEX # a3b0da
C 35% R 163
M 25% G 176
Y 0% B 218
K 0%



HEX # 79901f
C 33% R 121
M 0% G 144
Y 100% B 31
K 38%



HEX # d8e69c
C 17% R 216
M 0% G 230
Y 49% B 156
K 0%



HEX # 93d9f8
C 2% R 251
M 16% G 208
Y 99% B 13
K 0%

TYPOGRAPHY



Always use simple, clean typography. When using Windows or Mac OS system fonts Myriad Pro is preferred. The stylized font that can be used to create the Town’s tagline is “Klinik Slab”. Fonts in the Town’s logo and tagline cannot be altered.

MYRIAD PRO

Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz 0 1 2 3 4 5 6 7 8 9

Light Condensed	Black Condensed	Bold SemiCondensed	Semibold	SemiExtended
<i>Light Condensed Italic</i>	<i>Black Condensed Italic</i>	<i>Bold SemiCondensed Italic</i>	<i>Semibold Italic</i>	<i>SemiExtended Italic</i>
Condensed	Light SemiCondensed	Black SemiCondensed	Bold	Semibold SemiExtended
<i>Condensed Italic</i>	<i>Light SemiCondensed Italic</i>	<i>Black SemiCondensed Italic</i>	<i>Bold Italic</i>	<i>Semibold SemiExtended Italic</i>
Semibold Condensed	SemiCondensed	Light	Black	Bold SemiExtended
<i>Semibold Condensed Italic</i>	<i>SemiCondensed Italic</i>	<i>Light Italic</i>	<i>Black Italic</i>	<i>Bold SemiExtended Italic</i>
Bold Condensed	Semibold SemiCondensed	Regular	Light SemiExtended	Black SemiExtended
<i>Bold Condensed Italic</i>	<i>Semibold SemiCondensed Italic</i>	<i>Italic</i>	<i>Light SemiExtended Italic</i>	<i>Black SemiExtended Italic</i>

KLINIC SLAB

Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz 0 1 2 3 4 5 6 7 8 9

Bold	<i>Bold Italic</i>
Book	<i>Book Italic</i>
Light	<i>Light Italic</i>
Medium	<i>Medium Italic</i>

TEMPLATES



To create and maintain consistency in branding, the Town has created templates for the following communication pieces. Town Hall staff and all elected and appointed officials are asked to use these templates when communicating on behalf of the Town.

Email Signature



First Name Last Name | Title
207 Muegge Way | Bennett CO, 80102
(303)644-3249 ext. 1000 | email@bennett.co.us
townofbennett.colorado.gov



First Name Last Name | Trustee, Town of Bennett
207 Muegge Way | Bennett CO, 80102
email@bennett.co.us
townofbennett.colorado.gov

Power Point Welcome Slide



TEMPLATES



Memo

MEMO


welcome neighbors.

Town of Bennett • 207 Muegge Way • Bennett, CO 80102 • p. 303-644-3249 • f. 303-644-4125

Letterhead


welcome neighbors.

DATE:
SUBJECT:

Town of Bennett • 207 Muegge Way • Bennett, CO 80102 • p. 303-644-3249 • f. 303-644-4125

Mailing


welcome neighbors.

[DATE]
[CONTACT]
[COMPANY]
[ADDRESS LINE 1]
[ADDRESS LINE 2]

Dear [SUBJECT],

[SUBJECT BODY]

Sincerely,
[MY CONTACT]
[MY TITLE]
[MY COMPANY]

Town of Bennett • 207 Muegge Way • Bennett, CO 80102 • p. 303-644-3249 • f. 303-644-4125

TEMPLATES



Staff Report

STAFF REPORT



welcome neighbors.

TO:

FROM:

DATE:

SUBJECT:

Town of Bennett • 207 Muegge Way • Bennett, CO 80102 • p. 303-644-3249 • f. 303-644-4125

Department Progress Report

DEPARTMENT PROGRESS REPORT



welcome neighbors.

TO: Board of Trustees

FROM: [Name], [Title]

DATE: [Date of Meeting]

SUBJECT: [Department] Status Report

Management Summary

[Tap any placeholder text (such as this) and start typing to replace it with your own. Font for text is Myriad Pro 11, black.]

[Here you will enter a very brief summary of whether or not the department is on target to meet its key delivery dates, and is on target to meet its budget objectives. Use this section to document what you have achieved since the previous report. This section should be no more than half to one page.]

Board Priority Project Status & Milestones

Project	Status	Costs (* Estimate)	Completion Date
[

Progress and Deviations

[Describe any major changes since the previous report, or any other commentary you feel is appropriate. You might also indicate in here any significant risks that are in danger of occurring or have occurred, and what you need from the Board in the short term to make the project successful of why you need to revise the department plan.]

Budget Status

Department	Annual Budget	Annual Expenditures	Remaining Budget
[

Town of Bennett • 207 Muegge Way • Bennett, CO 80102 • p. 303-644-3249 • f. 303-644-4125

WHERE CAN YOU FIND US?



townofbennett.colorado.gov



[/welcome.neighbors](https://www.facebook.com/welcome.neighbors)



[@TownofBennett](https://twitter.com/TownofBennett)



[@TownofBennett](https://www.instagram.com/TownofBennett)



[Town of Bennett](http://TownofBennett.com)

FISCAL YEAR 2021 FOURTH QUARTER BUDGET SUMMARY STATUS REPORT



DANETTE RUVALCABA, DIRECTOR OF FINANCE

Introduction

The Fiscal Year 2021 Fourth Quarter Budget Summary Status Report reports year-end revenues and expenditures for all funds. This report is an integral part of the budget process; it provides transparency to the Town's budget and finances. The Finance Department produces this report in collaboration with all Town departments to forecast revenues and expenditures.

The Fourth Quarter Report is developed using the entire year of actual (unaudited) activity in budgeted operating departments.

The following discussions, analyses and recommendations are included in this report:

- A high-level summary of projected revenues and expenditures for all funds.
- Discussion of significant variances in revenue and expenditure actuals to budget.
- Estimated ending fund balances for 2021.
- Sales Tax actuals, projections and trends.
- A third-quarter check register of cleared payments.

General Fund

	4TH QRT ACTUALS UNAUDITED	YTD UNAUDITED	2021 BUDGET	YEAR END PROJECTED	% OF YTD ACTUAL
REVENUES					
ADAMS PROPERTY TAX	\$ 2,831	\$ 349,159	\$ 354,880	\$ 349,159	98%
ARAPAHOE PROPERTY TAX	517	82,522	83,450	82,522	99%
SALES TAX	910,728	3,383,651	3,156,030	3,383,651	107%
OTHER TAXES	3,078	12,172	21,480	12,172	57%
SUBTOTAL TAXES	\$ 917,155	\$ 3,827,504	\$ 3,615,840	\$ 3,827,504	106%
FRANCHISE AND ROYALTIES	\$ 26,694	\$ 80,568	\$ 75,250	\$ 80,568	107%
LICENSE & PERMITS	168,083	651,795	450,730	651,795	145%
IMPACT & DEVELOPMENT FEES	18,959	39,108	27,920	39,108	140%
CHARGES FOR SERVICES	5,333	19,803	21,295	19,803	93%
FINES & FORFEITURES	1,955	12,115	8,970	12,115	135%
COVID	-	351,638	-	351,638	0%
OTHER REVENUES	53,156	250,393	281,115	250,393	89%
TRANSFER REVENUES	379,747	577,019	546,475	577,019	106%
TOTAL REVENUES	\$ 1,571,082	\$ 5,809,944	\$ 5,027,595	\$ 5,809,944	116%

EXPENDITURES

GF PERSONNEL	\$ 596,017	\$ 2,326,418	\$ 2,280,355	\$ 2,326,418	102%
GF OPERATIONS	393,046	1,007,942	985,085	1,042,942	102%
GF PROFESSIONAL SERVICES	286,129	762,693	714,935	762,693	107%
GF CAPITAL	12,476	110,064	77,909	110,064	141%
GF TRANSFERS	837,567	837,567	742,192	837,567	113%
GF COVID	423	13,361	100,000	13,361	13%
GF NON DEPARTMENTAL	4,422	13,775	71,375	13,775	19%
GF CONTINGENCY	-	-	336,231	-	0%
TOTAL EXPENDITURES	\$ 2,130,080	\$ 5,071,819	\$ 5,308,082	\$ 5,106,819	96%

NET CHANGE IN FUND BALANCE	\$ (558,998)	\$ 738,124	\$ (280,487)	\$ 703,124	
FUND BALANCE - BEGINNING			\$ 1,657,935	\$ 2,351,888	
FUND BALANCE - ENDING			\$ 1,377,448	\$ 3,055,012	

General Fund Revenue exceeded budgeted revenues by 16%. This overage is attributed to several different revenue categories, including Sales Tax, Franchise and Royalty, License and Permits, Impact and Development Fees, and Fines and Forfeitures.

Sales tax is 7% above budgeted revenues and represents an increase of more than 10% from 2021. Management Staff anticipates this trend to continue into 2022 due to the following factors. First, the Town anticipates the opening of several new commercial retail businesses in 2022. Second, the population of Bennett and the eastern corridor continues to increase, and sales tax is directly correlated with population. Lastly, online shopping has become a significant contributing factor to sales tax. Online shopping will continue to increase as Bennett absorbs more households.

Franchise and Royalty fees are also directly connected to the increase of households in Bennett. These fees are generated from the purchase of cable TV and electricity; therefore, they will continue to trend upward as the number of households in Bennett increases.

License and Permits and Impact and Development Fees have both exceeded budgeted revenue by over 40%. This is due to Sky View obtaining permitting more quickly than anticipated. At the end of 2021, Sky View only had 12 permits left to pull to complete phase one of the development. Management anticipates that permit revenue in 2022 will remain consistent with 2021 before it increases more drastically in 2023 since several developments will be going vertical at the same time.

In 2021, Bennett experienced a 35% increase in Fines and Forfeitures. It is not anticipated that this drastic increase will continue to be seen in 2022; however, a more moderate increase of 5% is likely to result.

Expenditures ended the year below budget by 4%, primarily attributed to contingency funds. The expenditure categories that exceeded budget most significantly were capital expenditures and transfers. The capital expenditures exceeded budget due to the purchase of the new Community Services Officer vehicle and the first installment for the new Board microphones. One carryforward project was appropriated in this fund under operations for building maintenance at the Bennett Regional Park and Open Space maintenance facility therefore, operation expense does have a projected increase of \$35,000.

Transfers exceeded budgeted amounts due to the receipt of the American Recovery Plan Act money, which was transferred to the Water Fund to cover some of the cost for the water storage tank.

The remaining expenditures, Personnel, Operations and Professional Services, all exceeded budgeted amounts marginally by a combined 3%. This variance is attributed to increased professional services for IT for internet configuration and trouble shooting and additional building inspection contract services.

Overall, General Fund Revenues exceeded budget amounts by 16%, and the expenditures were 4% below the budgeted amount. Therefore, the Town is projecting an increase in the General Fund - fund balance of approximately \$703,000, putting the Town in a firm and favorable financial position.

Road and Bridge Fund

	4TH QRT ACTUALS UNAUDITED	YTD UNAUDITED	2021 BUDGET	YEAR END PROJECTED	% OF YTD ACTUAL
REVENUES					
RB HIGHWAY AND VEHICLE TAXES	\$ 76,274	\$ 322,055	\$ 236,055	\$ 322,055	136%
RB OTHER REVENUES	61	518	2,970	518	17%
RB TRANSFERS	-	-	-	-	0%
TOTAL REVENUES	\$ 76,334	\$ 322,573	\$ 239,025	\$ 322,573	135%
EXPENDITURES					
RB PERSONNEL	\$ 32,295	\$ 52,492	\$ 70,695	\$ 52,492	74%
RB OPERATIONS	19,545	78,976	\$ 85,640	78,976	92%
RB CAPITAL/OTHER	-	17,122	\$ 11,000	17,122	156%
RB IS TRANSFER	78,497	78,497	\$ 70,860	78,497	111%
RB CONTINGENCY	-	-	\$ 830	-	0%
TOTAL EXPENDITURES	\$ 130,337	\$ 227,087	\$ 239,025	\$ 227,087	95%
NET CHANGE IN FUND BALANCE	\$ (54,002)	\$ 95,487	\$ -	\$ 95,487	
FUND BALANCE - BEGINNING			\$ 214,625	\$ 261,290	
FUND BALANCE - ENDING			\$ 214,625	\$ 356,777	

The Road and Bridge Revenues are at 35% of the budget. This is due to increased highway user tax revenue which resulted from the addition of Town roads. Furthermore, we received additional revenue from vehicle registration as our population increases. At this time, the Town anticipates this trend will continue into 2022.

Expenditures are 5% below budgeted amounts. This is primarily attributed to personnel expense that decreased in the fourth quarter due to personnel changes. In conjunction with the increased revenue, the operations decrease has resulted in an increase in fund balance of approximately \$95,000. This is a positive trend for the Town.

Water Fund

	4TH QRT ACTUALS UNAUDITED	YTD UNAUDITED	2021 BUDGET	YEAR END PROJECTED	% OF YTD ACTUAL
REVENUES					
WF WATER SALES	\$ 513,671	\$ 1,716,502	\$ 1,359,910	\$ 1,716,502	126%
WF GRANTS	173,114	173,114	700,000	500,000	25%
WF OTHER REVENUES	8,206	12,939	5,505	12,939	235%
WF TRANSFERS	802,075	802,075	1,326,210	2,859,524	60%
TOTAL REVENUES	\$ 661,399	\$ 2,704,629	\$ 3,391,625	\$ 5,088,964	80%
EXPENDITURES					
WF PERSONNEL	\$ 67,258	\$ 255,085	\$ 249,600	\$ 255,085	102%
WF OPERATIONS	58,692	198,393	192,425	198,393	103%
WF PROFESSIONAL SERVICES	70,375	276,868	264,000	276,868	105%
WF CAPITAL/OTHER	496,116	1,540,097	6,129,500	3,924,432	25%
WF DEBT SERVICE	284,814	564,329	561,850	564,329	100%
WF IS TRANSFER	150,625	249,261	237,805	249,261	105%
TOTAL EXPENDITURES	\$ 1,127,881	\$ 3,084,034	\$ 7,635,180	\$ 5,468,368	40%
NET CHANGE IN FUND BALANCE	\$ (466,481)	\$ (379,404)	\$ (4,243,555)	\$ (379,404)	
FUND BALANCE - BEGINNING			\$ 5,385,063	\$ 6,242,510	
FUND BALANCE - ENDING			\$ 1,141,508	\$ 5,863,106	

At year-end, revenues in the Water Fund were at 80% of the budget. This is attributed to grant and transfer funding associated with the water storage tank; revenue is reconciled with expenditures. Conversely, water sales are at 26% over budget. This results from significant bulk water sales and a 13th-month billing cycle being booked in 2021 due to our new accounting software.

Expenditures are significantly below budgeted amounts. This is primarily attributed to the purchase of renewable water rights being delayed. In addition, other capital water projects such as the Water Storage Tank and Converse Booster Pump and Well House project were also delayed. However, all other expenditure categories marginally exceeded the budget.

Overall, the Water Fund will have a deficit in fund balance by an estimated \$379,000. A deficit was budgeted, and deficits annually are anticipated to continue as bond revenues are expended. In 2021, the Town spent \$622,000 of bond revenue on a ground water rights purchase. This purchase is what caused the fund balance deficit. If this purchase had not occurred, then the fund would have netted \$242,000. This is a strong position for the Town and is consistent with the debt service and replacement reserve goals in this fund.

Wastewater Fund

	4TH QRT ACTUALS UNAUDITED	YTD UNAUDITED	2021 BUDGET	YEAR END PROJECTED	% OF YTD ACTUAL
REVENUES					
WW WATER SALES	\$ 290,305	\$ 1,208,712	\$ 1,253,355	\$ 1,208,712	96%
WW GRANTS	-	-	-	-	0%
WW OTHER REVENUES	117	1,572	17,320	1,572	9%
WW TRANSFERS	216,054	216,054	1,087,400	716,054	20%
TOTAL REVENUES	\$ 506,476	\$ 1,426,338	\$ 2,358,075	\$ 1,926,338	60%
EXPENDITURES					
WW PERSONNEL	\$ 57,107	\$ 210,261	\$ 207,445	\$ 210,261	101%
WW OPERATIONS	23,152	82,436	166,210	82,436	50%
WW PROFESSIONAL SERVICES	29,824	67,899	546,800	417,899	12%
WW CAPITAL/OTHER	175,773	209,158	633,980	359,158	33%
WW DEBT SERVICE	117,877	382,136	417,460	382,136	92%
WW IS TRANSFER	150,625	249,261	226,600	249,261	110%
TOTAL EXPENDITURES	\$ 554,358	\$ 1,201,151	\$ 2,198,495	\$ 1,701,151	77%
NET CHANGE IN FUND BALANCE	\$ (47,882)	\$ 225,187	\$ 159,580	\$ 225,187	
FUND BALANCE - BEGINNING			\$ 1,301,760	\$ 1,288,957	
FUND BALANCE - ENDING			\$ 1,461,340	\$ 1,514,144	

Revenues in the Wastewater Fund are at 60% of the budget. The shortfall is due to the transfer expected from Wastewater Capital projects not being completed in 2021. Wastewater sales are at 96%, which is in line with budgeted amounts.

Personnel expenditures are in line with budgeted amounts. Operations at 50% were due to over budgeting for Water Resource Recovery Facility operating expenses. Now that there are three years of actual operating expense for the facility, the adjustments to the operation budgeted expense have been made for 2022. Professional Services and Capital expenditures are behind budget amounts due to delays and project scope changes. The delayed and updated projects have been carried forward into 2022. With the carryforwards the expenditures will be at an estimated 77%.

Overall, due to decreased operating costs and capital projects that will not begin until 2022, this fund is projected to net \$225,000.

Grants Fund

	4TH QRT ACTUALS UNAUDITED	YTD UNAUDITED	2021 BUDGET	YEAR END PROJECTED	% OF YTD ACTUAL
REVENUES					
GRANT REVENUE	\$ 774,169	\$ 966,832	\$ 4,866,210	\$ 1,026,069	20%
GRANT MATCH	\$ 592,239	\$ 592,239	\$ 1,200,640	\$ 592,239	49%
TOTAL REVENUES	\$ 1,366,408	\$ 1,559,071	\$ 6,066,850	\$ 1,618,307	26%
EXPENDITURES					
GRANT OPERATIONS	\$ 663,870	\$ 1,273,960	\$ 6,066,850	\$ 1,618,307	21%
TOTAL EXPENDITURES	\$ 663,870	\$ 1,273,960	\$ 6,066,850	\$ 1,618,307	21%
NET CHANGE IN FUND BALANCE	\$ 702,538	\$ 285,111	\$ -	\$ -	
FUND BALANCE - BEGINNING			\$ -	\$ -	
FUND BALANCE - ENDING			\$ -	\$ -	

Generally, the grants fund is a zero-balance account, meaning at year-end, once reimbursements are received, the expenses are matched, and assets are transferred to the appropriate account.

Capital Improvement Fund

	4TH QRT ACTUALS UNAUDITED	YTD UNAUDITED	2021 BUDGET	YEAR END PROJECTED	% OF YTD ACTUAL
REVENUES					
CIP REVENUE	\$ 106,155	\$ 535,444	\$ 297,200	\$ 535,444	180%
CIP LOAN REVENUE	\$ 816,415	\$ 816,415	\$ 1,506,330	\$ 2,711,342	54%
CIP GRANT REVENUE	\$ 331,951	\$ 331,951	\$ 489,000	\$ 489,000	68%
CIP MISC REVENUE	\$ 63	\$ 361	\$ 2,305	\$ 361	16%
TRANSFER IN	\$ 110,781	\$ 110,781	\$ 406,350	\$ 110,781	27%
TOTAL REVENUES	\$ 1,365,364	\$ 1,794,951	\$ 2,701,185	\$ 3,846,927	66%
EXPENDITURES					
CIP CAPITAL	\$ 766,184	\$ 1,148,366	\$ 2,244,000	\$ 3,200,342	51%
CIP PROJECT DESIGN	\$ 368	\$ 1,685	\$ -	\$ 1,685	0%
TOWN HALL CAPITAL	\$ -	\$ -	\$ -	\$ -	0%
CIP DEBT SERVICE	\$ 110,781	\$ 110,781	\$ 201,680	\$ 110,781	55%
CIP TRANSFERS	\$ 22,403	\$ 22,403	\$ 153,740	\$ 22,403	15%
TOTAL EXPENDITURES	\$ 899,736	\$ 1,283,235	\$ 2,599,420	\$ 3,335,211	49%
NET CHANGE IN FUND BALANCE	\$ 465,629	\$ 511,716	\$ 101,765	\$ 511,716	
FUND BALANCE - BEGINNING			\$ 476,397	\$ 614,858	
FUND BALANCE - ENDING			\$ 578,162	\$ 1,126,574	

The Capital Improvement Fund revenues are at 66% of the budget. The 2021 Certificate of Participation issuance for the construction of the North Municipal Complex is reflected in the loan revenue subgroup. Therefore, it will be received and reimbursed as construction costs are expended. However, the 2% Use tax collected on building permits is 180%. This significant variance is related to the increase in building permit activity.

Expenditures are at 49% and are also related to the North Municipal Complex construction, a project that will continue next year. In addition, debt service decreased due to the lease-purchase refinance and a partial year payment. With the carryforward of the North Municipal Complex the expenditures are projected to be at 128% which will result in a budget amendment during the audit process.

Overall, we are currently projected to net \$511,000 in this fund. This is a great position for the Town.

Sales Tax Capital Improvement Fund

	4TH QRT ACTUALS UNAUDITED	YTD UNAUDITED	2021 BUDGET	YEAR END PROJECTED	% OF YTD ACTUAL
REVENUES					
STCIF TAX REVENUE	\$ 302,774	\$ 1,128,270	\$ 1,048,180	\$ 1,128,270	108%
STCIF OTHER REVENUE	\$ 104	\$ 256,622	\$ 1,925,200	\$ 2,786,552	13%
STCIF TRANSFERS	\$ 205,216	\$ 205,216	\$ -	\$ 205,216	0%
TOTAL REVENUES	\$ 508,094	\$ 1,590,108	\$ 2,973,380	\$ 4,120,038	53%
EXPENDITURES					
STCIF OPERATIONS	\$ 57,154	\$ 119,053	\$ 63,000	\$ 119,053	189%
STCIF CAPITAL	\$ 85,840	\$ 579,099	\$ 3,930,156	\$ 4,449,099	15%
STCIF PERSONNEL	\$ -	\$ 76,440	\$ 76,440	\$ 76,440	100%
STCIF CONTINGENCY	\$ -	\$ -	\$ 440,247	\$ -	0%
STCIF DEBT SERVICE	\$ 248,400	\$ 346,800	\$ 360,300	\$ 346,800	96%
TOTAL EXPENDITURES	\$ 391,394	\$ 1,121,392	\$ 4,870,143	\$ 4,991,392	23%
NET CHANGE IN FUND BALANCE	\$ 116,700	\$ 468,715	\$ (1,896,763)	\$ (871,354)	
FUND BALANCE - BEGINNING			\$ 1,632,207	\$ 1,903,722	
FUND BALANCE - ENDING			\$ (264,556)	\$ 1,032,368	
<i>Debt Service Reserve #1 - Max \$360,000</i>			\$ (360,300)	\$ (360,300)	
<i>Debt Service Reserve #2 - Max \$360,000</i>			\$ (360,300)	\$ (360,300)	
REVISED FUND BALANCE - ENDING			\$ (985,156)	\$ 311,768	

Revenue in the Sales Tax Capital Improvement fund is at 53%; this is attributed to grant funds reimbursed and expended; these projects will continue into 2022. Sales tax exceeded budget by 8%. We anticipate this trend to continue into 2022.

Expenditures are at 23%; due to several large capital projects, Kiowa Bennett Road Safety Improvements, Market Place Drive Improvements, and the 304 Bridge improvements, which are either just beginning or are in the planning stages. These projects have been carried forward into 2022 therefore the projected expenditures will be 102% this will result in a budget amendment during the 2021 audit process.

Overall, this fund is projected to deficit fund balance \$871,000 due to costs on capital projects exceeding budgeted amounts. This fund has been building fund balance in anticipation of these significant capital needs.

Water Capital Improvement Fund

	4TH QRT ACTUALS UNAUDITED	YTD UNAUDITED	2021 BUDGET	YEAR END PROJECTED	% OF YTD ACTUAL
REVENUES					
WATER CAP REVENUE	\$ 683,216	\$ 5,181,810	\$ 2,039,205	\$ 5,181,810	254%
TOTAL REVENUES	\$ 683,216	\$ 5,181,810	\$ 2,039,205	\$ 5,181,810	254%
EXPENDITURES					
WATER CAP EXPENDITURES	\$ 686,711	\$ 686,711	\$ 1,926,210	\$ 3,071,046	36%
TOTAL EXPENDITURES	\$ 686,711	\$ 686,711	\$ 1,926,210	\$ 3,071,046	36%
NET CHANGE IN FUND BALANCE	\$ (3,495)	\$ 4,495,099	\$ 112,995	\$ 2,110,765	
FUND BALANCE - BEGINNING			\$ 3,121,380	\$ 4,177,197	
FUND BALANCE - ENDING			\$ 3,234,375	\$ 6,287,962	

There is a significant variance in Water Capital Revenue from the budget. There are two contributing factors to this variance. The first is one-time cash contributions from developers as agreed to in the Subdivision Agreements. In 2021, we received \$1.4 million. The remaining overage is attributed to increased permits and higher Single-Family Equivalents (SFE). When Water Capital revenues are projected Staff is conservative on estimating the SFE calculation for the permits. Therefore, in some instances, the permits come in at a higher SFE than anticipated, resulting in higher revenues.

All expenditures in this fund are related to transfers to capital projects within the Water Fund; some of these projects were delayed, so the full budgeted transfer did not occur. These projects will continue into 2022 therefore the projected ending fund balance will net \$2.1 million. This puts the Water Capital Fund in a strong position as we continue to need additional capital expansions and improvements.

Wastewater Capital Improvement Fund

	4TH QRT ACTUALS UNAUDITED	YTD UNAUDITED	2021 BUDGET	YEAR END PROJECTED	% OF YTD ACTUAL
REVENUES					
WWATER CAP REVENUE	\$ 195,626	\$ 1,002,686	\$ 612,115	\$ 1,002,686	164%
TOTAL REVENUES	\$ 195,626	\$ 1,002,686	\$ 612,115	\$ 1,002,686	164%
EXPENDITURES					
WW CAP EXPENDITURES	\$ 716,054	\$ 716,054	\$ 1,087,400	\$ 1,216,054	66%
TOTAL EXPENDITURES	\$ 716,054	\$ 716,054	\$ 1,087,400	\$ 1,216,054	66%
NET CHANGE IN FUND BALANCE	\$ (520,427)	\$ 286,633	\$ (475,285)	\$ (213,367)	
FUND BALANCE - BEGINNING			\$ 1,462,620	\$ 1,516,816	
FUND BALANCE - ENDING			\$ 987,335	\$ 1,303,449	

There is a significant variance in Wastewater Capital Revenue from the budget. The contributing factor to this variance is increased permits and higher Single-Family Equivalents (SFE). When Wastewater Capital revenues are projected Staff is conservative on estimating the SFE calculation for the permits. Therefore, in some instances, the permits come in at a higher SFE than anticipated, resulting in higher revenues.

All expenditures in this fund are related to transfers to capital projects within the Wastewater Fund some of which were delayed until 2022 therefore, the projected change in fund balance is a deficit of \$213,000. This deficit was budgeted for however, this indicates that the development fees in 2021 were not sufficient for future capital needs therefore the development fee was increased in 2022.

Impact Funds

	4TH QRT ACTUALS UNAUDITED	YTD UNAUDITED	2021 BUDGET	YEAR END PROJECTED	% OF YTD ACTUAL
STORM DRAINAGE IMPACT FEE FUND					
REVENUES					
STORM REVENUE	\$ 13,776	\$ 106,208	\$ 59,020	\$ 106,208	180%
TOTAL REVENUES	\$ 13,776	\$ 106,208	\$ 59,020	\$ 106,208	180%
EXPENDITURES					
STORM EXPENDITURES	\$ 78,864	\$ 118,664	\$ 114,918	\$ 118,664	103%
TOTAL EXPENDITURES	\$ 78,864	\$ 118,664	\$ 114,918	\$ 118,664	103%
NET CHANGE IN FUND BALANCE	\$ (65,088)	\$ (12,455)	\$ (55,898)	\$ (12,455)	
FUND BALANCE - BEGINNING			\$ 55,898	\$ 92,288	
FUND BALANCE - ENDING			\$ -	\$ 79,833	
PUBLIC FACILITIES IMPACT FEE FUND					
REVENUES					
PF REVENUE	\$ 133,036	\$ 534,639	\$ 292,820	\$ 534,690	183%
TOTAL REVENUES	\$ 133,036	\$ 534,639	\$ 292,820	\$ 534,690	183%
EXPENDITURES					
PF EXPENDITURES	\$ 220,093	\$ 220,093	\$ 651,570	\$ 220,093	34%
TOTAL EXPENDITURES	\$ 220,093	\$ 220,093	\$ 651,570	\$ 220,093	34%
NET CHANGE IN FUND BALANCE	\$ (87,057)	\$ 314,546	\$ (358,750)	\$ 314,597	
FUND BALANCE - BEGINNING			\$ 358,750	\$ 419,664	
FUND BALANCE - ENDING			\$ -	\$ 734,261	
TRANSPORTATION IMPACT FEE FUND					
REVENUES					
TRNS REVENUE	\$ 37,722	\$ 151,637	\$ 83,005	\$ 151,637	183%
TOTAL REVENUES	\$ 37,722	\$ 151,637	\$ 83,005	\$ 151,637	183%
EXPENDITURES					
TRNS EXPENDITURES	\$ -	\$ -	\$ 274,517	\$ -	0%
TOTAL EXPENDITURES	\$ -	\$ -	\$ 274,517	\$ -	0%
NET CHANGE IN FUND BALANCE	\$ 37,722	\$ 151,637	\$ (191,512)	\$ 151,637	
FUND BALANCE - BEGINNING			\$ 191,512	\$ 209,864	
FUND BALANCE - ENDING			\$ -	\$ 361,501	

There is a significant variance in Impact Fee Fund revenue from the budget. The contributing factor to this variance is increased permits and higher Single-Family Equivalents (SFE). When Impact Fee revenues are projected Staff is conservative on estimating the SFE calculation for the permits. Therefore, in some instances, the permits come in at a higher SFE than anticipated, resulting in higher revenues.

Most expenditures in impact funds are transferred for grant match or capital projects in the corresponding operating fund. Some of these projects were delayed and will be finished in 2022.

Overall, both the Transportation Impact Fee Fund and Public Facilities Fee Fund have increased fund balance; this is positive for the Town as our capital needs have continued to grow. However, the Storm Drainage Fee Fund has a deficit of \$12,000 due to a large storm drainage project in 2021 a budget amendment in this fund will be recommended during the audit process due to this overage.

Bennett Arts and Cultural Fund

	4TH QRT ACTUALS UNAUDITED	YTD UNAUDITED	2021 BUDGET	YEAR END PROJECTED	% OF YTD ACTUAL
REVENUES					
BENNETT DAYS REVENUE	\$ 3,535	\$ 45,286	\$ 50,000	\$ 45,286	91%
BENNETT ART COUNCIL REVENUE	\$ -	\$ 9,600	\$ 37,000	\$ 9,600	26%
BENNETT CULTURAL EVENTS REVENUE	\$ -	\$ 40	\$ -	\$ 40	0%
GF TRANSFER	\$ 39,815	\$ 39,815	\$ 25,000	\$ 39,815	159%
TOTAL REVENUES	\$ 43,350	\$ 94,741	\$ 112,000	\$ 94,741	85%
EXPENDITURES					
BENNETT DAYS OPERATIONS	\$ (2,500)	\$ 60,101	\$ 49,000	\$ 60,101	123%
BENNETT ART COUNCIL OPERATIONS	\$ 413	\$ 5,615	\$ 62,200	\$ 5,615	9%
BENNETT CULTURAL EVENTS OPERATION	\$ 470	\$ 470	\$ 800	\$ 470	59%
TOTAL EXPENDITURES	\$ (1,617)	\$ 66,186	\$ 112,000	\$ 66,186	59%
NET CHANGE IN FUND BALANCE	\$ 44,967	\$ 28,555	\$ -	\$ 28,555	
FUND BALANCE - BEGINNING			\$ 7,770	\$ 1,992	
FUND BALANCE - ENDING			\$ 7,770	\$ 30,547	

The Bennett Arts and Culture Fund Revenues are 85% of the budget; due to the decreased sponsor of programming due to the recovery period businesses were experiencing from the COVID 19 pandemic. In addition, the Town was anticipating a grant for a large art project. This has been delayed until 2022.

This fund has increased \$28,000 due to funds saved from decreased art programming resulting from the pandemic and a \$25,000 transfer from the General Fund for the large art installation.

Bank No: 1 Main Operating Account - Bank of the West - Main Operating Account

Period Date	Transaction Date	Description	Check Number	Check Amount
08/31/2021	08/24/2021	DIVERSIFIED UNDERGROUND INC	2797	1,309.50
08/31/2021	08/30/2021	Accent Detailing	2808	85.00
09/30/2021	09/21/2021	YOOZ	2848	960.00
09/30/2021	09/21/2021	UNITED RENTALS	2850	1,156.84
09/30/2021	09/21/2021	JEHN WATER CONSULTANTS INC.	2855	4,184.02
09/30/2021	09/21/2021	I-70 SCOUT	2856	280.00
09/30/2021	09/21/2021	I-70 SCOUT	2856	2,336.00
09/30/2021	09/21/2021	I-70 Roll Off LLC	2857	500.00
09/30/2021	09/21/2021	I-70 Roll Off LLC	2857	500.00
09/30/2021	09/21/2021	GFL Environmental	2859	250.00
09/30/2021	09/21/2021	DIVERSIFIED UNDERGROUND INC	2861	3,369.25
09/30/2021	09/21/2021	DIVERSIFIED UNDERGROUND INC	2861	4,000.00
09/30/2021	09/21/2021	D2C ARCHITECTS	2862	6,584.44
09/30/2021	09/28/2021	A Squared Instruments & Controls	2873	1,141.34
09/30/2021	09/28/2021	ACTION MEDICAL	2874	393.59
09/30/2021	09/28/2021	Burns Figa & Will PC	2876	135.00
09/30/2021	09/28/2021	BURROUGHS SERVICE COMPANY	2877	21.00
09/30/2021	09/28/2021	Carlson Hammond & Paddock LLC	2878	1,245.50
09/30/2021	09/28/2021	COLORADO ANALYTICAL	2879	411.40
09/30/2021	09/28/2021	Coversketch	2880	750.00
09/30/2021	09/28/2021	KAUFFMAN SALES AND RENTALS INC	2881	470.54
09/30/2021	09/28/2021	Kelly PC	2882	16,134.00
09/30/2021	09/28/2021	Kelly PC	2882	450.50
09/30/2021	09/28/2021	LEGAL SHEILD	2883	311.00
09/30/2021	09/28/2021	MOLTZ CONSTRUCTION	2884	42,626.57
09/30/2021	09/28/2021	MOORE LUMBER & ACE HARDWARE	2885	931.59
09/30/2021	09/28/2021	MOORE LUMBER & ACE HARDWARE	2885	15.98
09/30/2021	09/28/2021	North Line GIS	2886	2,670.00
09/30/2021	09/28/2021	OZONE SAFE PEST CONTROL	2887	342.00
09/30/2021	09/28/2021	PROFILE EAP CENTURA HEALTH	2888	103.29
09/30/2021	09/28/2021	ROGGEN FARMERS ELEVATOR ASSN	2889	30.00
09/30/2021	09/28/2021	YOOZ	2890	960.00
09/30/2021	09/28/2021	MOORE LUMBER & ACE HARDWARE	2892	1,395.41
10/31/2021	10/05/2021	CHARLES ABBOT ASSOCIATES INC	2894	240.00
10/31/2021	10/05/2021	COLONIAL LIFE	2895	1,484.86
10/31/2021	10/05/2021	COLORADO ANALYTICAL	2896	445.00
10/31/2021	10/05/2021	COLORADO ANALYTICAL	2896	257.00
10/31/2021	10/05/2021	DAY, SHAWN	2897	325.00
10/31/2021	10/05/2021	KUBWATER RESOURCES	2899	2,751.37
10/31/2021	10/05/2021	LAUNCH PAD BREWERY	2900	1,350.00
10/31/2021	10/05/2021	MAVERICK WASTE SYSTEMS LLC	2902	315.00
10/31/2021	10/05/2021	MCDONALD FARMS	2903	565.00
10/31/2021	10/05/2021	MOORE LUMBER & ACE HARDWARE	2904	103.93
10/31/2021	10/05/2021	MOORE LUMBER & ACE HARDWARE	2904	77.34
10/31/2021	10/05/2021	MOORE LUMBER & ACE HARDWARE	2904	32.18
10/31/2021	10/05/2021	MOORE LUMBER & ACE HARDWARE	2904	32.18
10/31/2021	10/05/2021	MOORE LUMBER & ACE HARDWARE	2904	6.78
10/31/2021	10/05/2021	PREMIER PORTABLES	2905	2,060.00
10/31/2021	10/05/2021	ROYAL B THREADS LLC	2906	1,723.40
10/31/2021	10/05/2021	The Standard Insurance Company	2907	1,386.51
10/31/2021	10/05/2021	Wilson & Company Inc	2908	2,920.00
10/31/2021	10/05/2021	Wilson & Company Inc	2908	1,139.00
10/31/2021	10/05/2021	Wilson & Company Inc	2908	134.00
10/31/2021	10/05/2021	Wilson & Company Inc	2908	804.00
10/31/2021	10/05/2021	Wilson & Company Inc	2908	536.00
10/31/2021	10/05/2021	Wilson & Company Inc	2908	402.00

Bank No: 1 Main Operating Account - Bank of the West - Main Operating Account

Period Date	Transaction Date	Description	Check Number	Check Amount
10/31/2021	10/13/2021	Atlas Integrated	2939	75.00
10/31/2021	10/13/2021	BURROUGHS SERVICE COMPANY	2940	318.53
10/31/2021	10/13/2021	Cintas FAS	2941	64.75
10/31/2021	10/13/2021	COLORADO ANALYTICAL	2942	1,357.00
10/31/2021	10/13/2021	DIVERSIFIED UNDERGROUND INC	2943	4,885.00
10/31/2021	10/13/2021	DONALD WAILES	2944	500.00
10/31/2021	10/13/2021	Golf Cart Doctor	2945	52.50
10/31/2021	10/13/2021	I-70 SCOUT	2946	46.20
10/31/2021	10/13/2021	MCDONALD FARMS	2947	565.00
10/31/2021	10/13/2021	MOORE LUMBER & ACE HARDWARE	2948	136.15
10/31/2021	10/13/2021	MOORE LUMBER & ACE HARDWARE	2948	20.58
10/31/2021	10/13/2021	Mountain Alarm Security	2949	107.25
10/31/2021	10/13/2021	MSK Consulting	2950	3,935.00
10/31/2021	10/13/2021	SAFETY & CONSTRUCTION SUPPLY	2951	378.73
10/31/2021	10/13/2021	UNITED REPROGRAPHIC SUPPLY	2952	505.54
10/31/2021	10/13/2021	Verizon Fleet	2953	265.30
10/31/2021	10/20/2021	Kelly PC	2968	225.50
10/31/2021	10/20/2021	PROFILE EAP CENTURA HEALTH	2971	106.42
10/31/2021	10/21/2021	Lefever Building Systems	2450764	113,080.40
10/31/2021	10/21/2021	Colorado Water Resources Power Developme	2460653	77,463.99
10/31/2021	10/21/2021	Colorado Water Resources Power Developme	2460653	117,876.78
10/31/2021	10/05/2021	CORE ELECTRIC COOPERATIVE	210780162	2,363.53
10/31/2021	10/05/2021	CORE ELECTRIC COOPERATIVE	210780162	2,068.68
10/31/2021	10/05/2021	CORE ELECTRIC COOPERATIVE	210780162	14,762.84
10/31/2021	10/05/2021	CORE ELECTRIC COOPERATIVE	210780162	2,498.78
10/31/2021	10/05/2021	MOSQUITO AUTHORITY	210780163	5,965.30
10/31/2021	10/05/2021	Neofunds by Neopost	210780164	1,000.00
10/31/2021	10/05/2021	TERRAMAX INC	210780165	5,200.00
10/31/2021	10/05/2021	TERRAMAX INC	210780165	5,900.00
10/31/2021	10/05/2021	Antione Sims	210780166	2,500.00
10/31/2021	10/05/2021	MOSQUITO AUTHORITY	210780167	1,040.00
10/31/2021	10/13/2021	CASELLE	210780168	2,584.00
10/31/2021	10/13/2021	DANA KEPNER COMPANY INC.	210780169	10,359.08
10/31/2021	10/13/2021	DIRECT DISCHARGE CONSULTING LLC	210780170	1,750.00
10/31/2021	10/13/2021	DIRECT DISCHARGE CONSULTING LLC	210780170	1,750.00
10/31/2021	10/13/2021	Jimenez Design Group LLC	210780171	6,200.00
10/31/2021	10/13/2021	UNCC	210780172	104.94
10/31/2021	10/13/2021	UNCC	210780172	104.94
10/31/2021	10/20/2021	AQUA ENGINEERING CONSULTANTS	210780173	48,979.36
10/31/2021	10/20/2021	CEBT	210780174	31,804.61
10/31/2021	10/20/2021	CEBT	210780174	2,236.61
10/31/2021	10/20/2021	CEBT	210780174	3,099.91
10/31/2021	10/20/2021	CEBT	210780174	1,712.22
10/31/2021	10/13/2021	Void Check	210780174	.00
10/31/2021	10/20/2021	CIRSA	210780175	1,000.00
10/31/2021	10/20/2021	Short Elliot Henrickson	210780176	3,045.00
10/31/2021	10/13/2021	Void Check	210780179	.00
10/31/2021	10/27/2021	TERRAMAX INC	210780179	1,600.00
10/31/2021	10/27/2021	TERRAMAX INC	210780179	600.00
10/31/2021	10/27/2021	TREATMENT TECHNOLOGY	210780180	2,184.00
10/31/2021	10/27/2021	Tyler Sigg	210780181	431.97
10/31/2021	10/25/2021	BANK OF THE WEST	210780245	13,405.92
10/31/2021	10/25/2021	BANK OF THE WEST	210780245	5.71
10/31/2021	10/25/2021	BANK OF THE WEST	210780245	91.45
10/31/2021	10/25/2021	BANK OF THE WEST	210780245	4,929.53

Bank No: 1 Main Operating Account - Bank of the West - Main Operating Account

Period Date	Transaction Date	Description	Check Number	Check Amount
		Total Bank of the West - Main Operating Account:		<u>618,388.31</u>

Bank No: 1 Main Operating Account - Bank of the West - Main Operating Account

Period Date	Transaction Date	Description	Check Number	Check Amount
06/30/2021	06/09/2021	Outstanding Check - YOOZ INC	125	960.00
09/30/2021	09/09/2021	HIGH PLAINS MUSIC ENSEMBLE	2824	300.00
09/30/2021	09/28/2021	Arapahoe County of	2891	12,000.00
10/31/2021	10/05/2021	I-70 CHAMBER OF COMMERCE	2898	695.00
10/31/2021	10/05/2021	LICO, JOSEPH	2901	500.00
10/31/2021	10/20/2021	Cintas FAS	2964	131.32
10/31/2021	10/20/2021	D2C ARCHITECTS	2965	4,731.32
10/31/2021	10/20/2021	I-70 SCOUT	2966	22.44
10/31/2021	10/20/2021	KAUFFMAN SALES AND RENTALS INC	2967	93.22
10/31/2021	10/20/2021	KONICA MINOLTA	2969	127.13
10/31/2021	10/20/2021	MOORE LUMBER & ACE HARDWARE	2970	48.45
10/31/2021	10/20/2021	QUALITY AWARDS	2972	1,623.35
10/31/2021	10/20/2021	SAFETY & CONSTRUCTION SUPPLY	2973	95.78
10/31/2021	10/27/2021	1-70 Chamber of Commerce	2974	125.00
10/31/2021	10/27/2021	CAPT	2975	70.00
10/31/2021	10/27/2021	Carlson Hammond & Paddock LLC	2976	238.50
10/31/2021	10/27/2021	COL DEPT. OF PUBLIC HEALTH AND ENVIRON.	2978	2,452.00
10/31/2021	10/27/2021	Dude Solutions	2979	403.75
10/31/2021	10/27/2021	Ewing	2980	1,212.26
10/31/2021	10/27/2021	I-70 Roll Off LLC	2981	500.00
10/31/2021	10/27/2021	I-70 Roll Off LLC	2981	500.00
10/31/2021	10/27/2021	I-70 SCOUT	2982	802.48
10/31/2021	10/27/2021	I-70 SCOUT	2982	1,008.00
10/31/2021	10/27/2021	JM Construction	2983	257.04
10/31/2021	10/27/2021	Kelly PC	2984	61.50
10/31/2021	10/27/2021	Kelly PC	2984	102.50
10/31/2021	10/27/2021	Kelly PC	2984	656.00
10/31/2021	10/27/2021	Kelly PC	2984	1,476.00
10/31/2021	10/27/2021	Kelly PC	2984	430.50
10/31/2021	10/27/2021	KUMAR & ASSOCIATES	2985	342.50
10/31/2021	10/27/2021	LEGAL SHEILD	2986	344.90
10/31/2021	10/27/2021	MAVERICK WASTE SYSTEMS LLC	2987	635.00
10/31/2021	10/27/2021	MOORE LUMBER & ACE HARDWARE	2988	33.95
10/31/2021	10/27/2021	MOORE LUMBER & ACE HARDWARE	2988	161.96
10/31/2021	10/27/2021	MUNICODE	2989	1,135.89
10/31/2021	10/27/2021	Wilson & Company Inc	2991	1,972.50
10/31/2021	10/27/2021	Wilson & Company Inc	2991	134.00
10/31/2021	10/27/2021	Wilson & Company Inc	2991	67.00
10/31/2021	10/27/2021	Wilson & Company Inc	2991	871.00
10/31/2021	10/27/2021	Wilson & Company Inc	2991	402.00
11/30/2021	11/03/2021	CUTTING EDGE	2995	600.00
11/30/2021	11/03/2021	KUMAR & ASSOCIATES	2999	3,436.25
11/30/2021	11/03/2021	MCDONALD FARMS	3000	565.00
11/30/2021	11/03/2021	MOORE LUMBER & ACE HARDWARE	3001	88.74
11/30/2021	11/03/2021	MOORE LUMBER & ACE HARDWARE	3001	13.95
11/30/2021	11/03/2021	WEX	3003	2,703.29
11/30/2021	11/03/2021	Jacobs Engineering Group	3007	6,600.00
11/30/2021	11/03/2021	Jacobs Engineering Group	3007	3,960.00
11/30/2021	11/10/2021	Burns Figa & Will PC	3028	2,551.37
11/30/2021	11/10/2021	COLONIAL LIFE	3029	1,484.86
11/30/2021	11/10/2021	COLORADO ANALYTICAL	3030	257.00
11/30/2021	11/10/2021	I-70 Roll Off LLC	3031	1,000.00
11/30/2021	11/10/2021	KONICA MINOLTA	3033	131.38
11/30/2021	11/10/2021	LICO, JOSEPH	3034	250.00
11/30/2021	11/10/2021	Lions Club	3035	650.00
11/30/2021	11/10/2021	MCI	3036	.12

Period Date	Transaction Date	Description	Check Number	Check Amount
11/30/2021	11/10/2021	SMITH POWER PRODUCTS	3039	4,332.97
11/30/2021	11/10/2021	The Standard Insurance Company	3040	1,407.72
11/30/2021	11/10/2021	TOWNCLOUD INC	3041	2,280.00
11/30/2021	11/10/2021	Verizon Fleet	3042	265.30
11/30/2021	11/10/2021	Elizabeth Martinez	3044	50.00
11/30/2021	11/10/2021	Jacy Clarkson	3045	150.00
11/30/2021	11/17/2021	Becky Pinzenscham and Ronald Porter	3046	15,000.00
11/30/2021	11/17/2021	Bennett Creek Regional Water Authority	3047	10,500.00
11/30/2021	11/17/2021	CASELLE	3048	2,634.00
11/30/2021	11/17/2021	Core Electric Coop	3049	150.00
11/30/2021	11/17/2021	DARVIN AND NICHOLE HARRELL	3051	7,434.75
11/30/2021	11/17/2021	GREENSHINE	3052	31,558.00
11/30/2021	11/17/2021	JM Construction	3054	256.11
11/30/2021	11/17/2021	Kelly PC	3055	592.00
11/30/2021	11/17/2021	Kelly PC	3055	533.00
11/30/2021	11/17/2021	Kelly PC	3055	102.50
11/30/2021	11/17/2021	Kelly PC	3055	61.50
11/30/2021	11/17/2021	Kelly PC	3055	328.00
11/30/2021	11/17/2021	MOORE LUMBER & ACE HARDWARE	3057	62.83
11/30/2021	11/17/2021	MSK Consulting	3058	12,335.75
11/30/2021	11/17/2021	OCCUPATIONAL HEALTH CONCENTRA	3060	71.00
11/30/2021	11/17/2021	RME Lft. LLC	3061	4,400.00
11/30/2021	11/23/2021	RME Lft. LLC	3063	50,200.00
11/30/2021	11/23/2021	A to Z Recreation LLC	3064	936.00
11/30/2021	11/23/2021	AVI-SPL	3065	194.13
11/30/2021	11/23/2021	BOHANNAN HUSTON	3067	3,951.50
11/30/2021	11/23/2021	Burns Figa & Will PC	3068	3,307.37
11/30/2021	11/23/2021	BUTLER SNOW	3069	1,543.00
11/30/2021	11/23/2021	Carlson Hammond & Paddock LLC	3070	344.50
11/30/2021	11/23/2021	Dude Solutions	3071	950.00
11/30/2021	11/23/2021	PROFILE EAP CENTURA HEALTH	3078	106.42
11/30/2021	11/23/2021	SAFETY & CONSTRUCTION SUPPLY	3080	1,552.65
11/30/2021	11/23/2021	SEAL MASTER	3081	4,050.00
09/30/2021	09/21/2021	Jimenez Design Group LLC	210780153	7,460.00
09/30/2021	09/21/2021	TREATMENT TECHNOLOGY	210780154	2,326.00
09/30/2021	09/21/2021	UNCC	210780155	77.22
09/30/2021	09/21/2021	UNCC	210780155	77.22
11/30/2021	11/03/2021	UMB BANK NA	210780182	248,400.00
11/30/2021	11/03/2021	UMB BANK NA	210780182	207,350.00
11/30/2021	11/03/2021	Ken Robinson	210780183	750.00
11/30/2021	11/03/2021	AQUA ENGINEERING CONSULTANTS	210780188	4,046.83
11/30/2021	11/03/2021	Denver Best Concrete LLC	210780189	7,127.00
11/30/2021	11/03/2021	Denver Best Concrete LLC	210780189	68,864.00
11/30/2021	11/03/2021	Short Elliot Henrickson	210780190	5,600.64
11/30/2021	11/03/2021	TERRAMAX INC	210780191	17,950.00
11/30/2021	11/10/2021	EASTERN SLOPE RURAL TELEPHONE	210780192	1,404.74
11/30/2021	11/10/2021	AQUA ENGINEERING CONSULTANTS	210780194	8,214.73
11/30/2021	11/10/2021	Bennett Wrestling Club	210780196	2,000.00
11/30/2021	11/10/2021	DIRECT DISCHARGE CONSULTING LLC	210780200	1,750.00
11/30/2021	11/10/2021	DIRECT DISCHARGE CONSULTING LLC	210780200	1,750.00
11/30/2021	11/10/2021	TERRAMAX INC	210780210	11,450.00
11/30/2021	11/10/2021	UNCC	210780213	79.20
11/30/2021	11/10/2021	UNCC	210780213	79.20
11/30/2021	11/17/2021	CEBT	210780214	33,455.41
11/30/2021	11/17/2021	CEBT	210780214	2,236.61
11/30/2021	11/17/2021	CEBT	210780214	3,099.91

Bank No: 1 Main Operating Account - Bank of the West - Main Operating Account

Period Date	Transaction Date	Description	Check Number	Check Amount
11/30/2021	11/17/2021	CEBT	210780214	1,712.22
11/30/2021	11/10/2021	Void Check	210780214	.00
11/30/2021	11/17/2021	Jimenez Design Group LLC	210780215	1,800.00
11/30/2021	11/17/2021	KUHN CONSTRUCTION	210780216	69,032.50
11/30/2021	11/17/2021	Short Elliot Henrickson	210780217	64,422.47
11/30/2021	11/17/2021	LEFEVER BUILDING SYSTEMS	210780218	81,692.40
11/30/2021	11/17/2021	Xpress Bill Pay	210780219	469.39
11/30/2021	11/22/2021	UMB BANK NA	210780220	110,780.84
11/30/2021	11/23/2021	Accent Detailing	210780221	1,138.00
11/30/2021	11/23/2021	BTC SOLUTIONS LLC	210780222	6,098.00
11/30/2021	11/23/2021	CIRSA	210780223	9,075.77
11/30/2021	11/23/2021	Dan's Custom Construction	210780224	30,985.00
11/30/2021	11/23/2021	Davis Construction	210780225	5,236.16
11/30/2021	11/23/2021	SSL Choice LLC	210780227	6,276.00
11/30/2021	11/23/2021	Tri-Valley VFW Post 8449	210780228	114.00
11/30/2021	11/23/2021	Filanc Construction	210780229	100,320.00
11/30/2021	11/23/2021	Simplifile-Documents Recording	210780231	125.00
11/30/2021	11/29/2021	CORE ELECTRIC COOPERATIVE	210780232	1,972.23
11/30/2021	11/29/2021	CORE ELECTRIC COOPERATIVE	210780232	2,122.98
11/30/2021	11/29/2021	CORE ELECTRIC COOPERATIVE	210780232	11,824.56
11/30/2021	11/29/2021	CORE ELECTRIC COOPERATIVE	210780232	2,986.06
11/30/2021	11/29/2021	DANA KEPNER COMPANY INC.	210780233	204.01
11/30/2021	11/30/2021	Jay and Carol Reszka	210780234	2,500.00
Total Bank of the West - Main Operating Account:				1,370,093.50

Period Date	Transaction Date	Description	Check Number	Check Amount
12/31/2021	12/31/2021		1	197,982.31-
10/31/2021	10/05/2021	ANDY AUSMUS	2893	325.00
11/30/2021	11/03/2021	ADAMS COUNTY FINANCE DEPT	2992	112,271.47
11/30/2021	11/03/2021	DIVERSIFIED UNDERGROUND INC	2996	260.00
11/30/2021	11/03/2021	Ewing	2997	1,212.26
11/30/2021	11/03/2021	KAUFFMAN SALES AND RENTALS INC	2998	392.54
11/30/2021	11/03/2021	ROYAL B THREADS LLC	3002	305.43
11/30/2021	11/03/2021	ADAMS COUNTY FINANCE DEPT	3004	1,179.25
11/30/2021	11/03/2021	COLORADO ANALYTICAL	3005	411.40
11/30/2021	11/03/2021	Daley Land Surveying	3006	6,600.00
11/30/2021	11/03/2021	Daley Land Surveying	3006	4,100.00
11/30/2021	11/10/2021	ANDY AUSMUS	3026	325.00
11/30/2021	11/10/2021	MOORE LUMBER & ACE HARDWARE	3037	1,907.62
11/30/2021	11/17/2021	D2C ARCHITECTS	3050	1,880.09
11/30/2021	11/17/2021	JEHN WATER CONSULTANTS INC.	3053	5,129.02
11/30/2021	11/17/2021	ROYAL B THREADS LLC	3062	60.00
11/30/2021	11/23/2021	BENDER MENDER	3066	2,738.50
11/30/2021	11/23/2021	EMBROIDERY CREATIONS	3072	36.00
11/30/2021	11/23/2021	GFL Environmental	3073	111.50
11/30/2021	11/23/2021	I-70 SCOUT	3074	356.00
11/30/2021	11/23/2021	LEGAL SHEILD	3075	344.90
11/30/2021	11/23/2021	MISSION COMMUNICATIONS LLC	3076	347.40
11/30/2021	11/23/2021	MOORE LUMBER & ACE HARDWARE	3077	40.57
11/30/2021	11/23/2021	MOORE LUMBER & ACE HARDWARE	3077	48.80
11/30/2021	11/23/2021	TRI COUNTY HEALTH DEPARTMENT	3083	385.00
11/30/2021	11/29/2021	CMS	3084	554.50
11/30/2021	11/29/2021	CMS	3084	554.50
11/30/2021	11/29/2021	COLORADO ANALYTICAL	3085	69.00
11/30/2021	11/29/2021	Dude Solutions	3086	2,280.00
11/30/2021	11/29/2021	Ewing	3087	9,111.10
11/30/2021	11/29/2021	KAUFFMAN SALES AND RENTALS INC	3088	419.22
11/30/2021	11/29/2021	KUMAR & ASSOCIATES	3089	862.50
11/30/2021	11/29/2021	MOORE LUMBER & ACE HARDWARE	3090	164.53
11/30/2021	11/29/2021	MOORE LUMBER & ACE HARDWARE	3090	28.99
11/30/2021	11/29/2021	OZONE SAFE PEST CONTROL	3091	342.00
11/30/2021	11/29/2021	ROYAL B THREADS LLC	3092	392.45
11/30/2021	11/29/2021	Shirley Reynolds	3093	25.00
11/30/2021	11/29/2021	Strasburg Auto Parts	3094	27.88
11/30/2021	11/29/2021	WEX	3095	2,171.55
11/30/2021	11/29/2021	GREENSHINE	3096	2,489.00
12/31/2021	12/02/2021	SHOPS AT CIVIC CENTER	3097	191,799.30
12/31/2021	12/08/2021	COLORADO ADVERTISING PRODUCTS INC	3102	609.59
12/31/2021	12/08/2021	COLORADO ANALYTICAL	3103	257.00
12/31/2021	12/08/2021	COLORADO CHRISTMAS LIGHTS	3104	24,850.00
12/31/2021	12/08/2021	Dude Solutions	3106	4,750.00
12/31/2021	12/08/2021	I-70 SCOUT	3108	34.32
12/31/2021	12/08/2021	MCDONALD FARMS	3109	1,130.00
12/31/2021	12/08/2021	MOORE LUMBER & ACE HARDWARE	3110	74.70
12/31/2021	12/08/2021	MSK Consulting	3111	6,130.00
12/31/2021	12/08/2021	RME Lft. LLC	3112	21,270.89
12/31/2021	12/08/2021	The Standard Insurance Company	3114	2,852.71
12/31/2021	12/08/2021	Union Pacific Railroad Company	3115	755.00
12/31/2021	12/08/2021	WIDE OPEN HEATING AND AIR LLC	3116	245.00
12/31/2021	12/08/2021	Wilson & Company Inc	3117	2,527.50
12/31/2021	12/08/2021	Wilson & Company Inc	3117	201.00
12/31/2021	12/08/2021	Wilson & Company Inc	3117	804.00

Bank No: 1 Main Operating Account - Bank of the West - Main Operating Account

Period Date	Transaction Date	Description	Check Number	Check Amount
12/31/2021	12/08/2021	Wilson & Company Inc	3117	402.00
12/31/2021	12/08/2021	Wilson & Company Inc	3117	402.00
12/31/2021	12/08/2021	Wilson & Company Inc	3117	134.00
12/31/2021	12/09/2021	BENDER MENDER	3118	24,666.35
12/31/2021	12/16/2021	JSE ASSOCIATES	3119	1,400.00
12/31/2021	12/20/2021	AV-TECH	3121	1,865.71
12/31/2021	12/20/2021	BENNETT FIRE PROTECTION DISTRICT #7	3122	7,980.00
12/31/2021	12/20/2021	BOHANNAN HUSTON	3123	22,285.26
12/31/2021	12/20/2021	CASELLE	3125	2,634.00
12/31/2021	12/20/2021	Cintas FAS	3126	97.06
12/31/2021	12/20/2021	COLONIAL LIFE	3127	1,484.86
12/31/2021	12/20/2021	DAY, SHAWN	3129	325.00
12/31/2021	12/20/2021	DIVERSIFIED UNDERGROUND INC	3130	2,520.00
12/31/2021	12/20/2021	HIGH COUNTRY CATERING	3131	1,607.90
12/31/2021	12/20/2021	I-70 Roll Off LLC	3132	1,000.00
12/31/2021	12/20/2021	I-70 SCOUT	3133	91.20
12/31/2021	12/20/2021	J & L ELECTRIC LLC	3134	1,530.00
12/31/2021	12/20/2021	J & L ELECTRIC LLC	3134	800.00
12/31/2021	12/20/2021	Jacobs Engineering Group	3135	3,060.00
12/31/2021	12/20/2021	Jacobs Engineering Group	3135	1,570.00
12/31/2021	12/20/2021	JEHN WATER CONSULTANTS INC.	3136	7,014.50
12/31/2021	12/20/2021	LEGAL SHEILD	3138	344.90
12/31/2021	12/20/2021	LICO, JOSEPH	3139	250.00
12/31/2021	12/20/2021	MOORE LUMBER & ACE HARDWARE	3140	161.53
12/31/2021	12/20/2021	MOORE LUMBER & ACE HARDWARE	3140	39.99
12/31/2021	12/20/2021	MSK Consulting	3141	3,941.30
12/31/2021	12/20/2021	PREMIER PORTABLES	3143	270.00
12/31/2021	12/20/2021	PROFILE EAP CENTURA HEALTH	3144	106.42
12/31/2021	12/20/2021	ROGGEN FARMERS ELEVATOR ASSN	3147	30.00
12/31/2021	12/20/2021	Verizon Fleet	3150	277.52
12/31/2021	12/01/2021	CORE ELECTRIC COOPERATIVE	102021000	2,329.16
12/31/2021	12/01/2021	CORE ELECTRIC COOPERATIVE	102021000	2,122.98
12/31/2021	12/01/2021	CORE ELECTRIC COOPERATIVE	102021000	14,158.24
12/31/2021	12/01/2021	CORE ELECTRIC COOPERATIVE	102021000	2,634.24
12/31/2021	12/10/2021	EASTERN SLOPE RURAL TELEPHONE	161001221	853.03
12/31/2021	12/02/2021	Vectra Bank	210780235	197,982.31
12/31/2021	12/07/2021	Dan's Custom Construction	210780237	29,300.00
12/31/2021	12/07/2021	DIRECT DISCHARGE CONSULTING LLC	210780238	1,809.90
12/31/2021	12/07/2021	DIRECT DISCHARGE CONSULTING LLC	210780238	1,750.00
12/31/2021	12/07/2021	Florence Nadine Gaudot	210780239	2,500.00
12/31/2021	12/07/2021	Jimenez Design Group LLC	210780240	1,520.00
12/31/2021	12/08/2021	Courtney Jennings	210780241	2,500.00
12/31/2021	12/08/2021	Neofunds by Neopost	210780242	1,000.00
12/31/2021	12/08/2021	Nathan Andrews	210780243	2,500.00
12/31/2021	12/08/2021	Julie Atwater	210780244	2,500.00
12/31/2021	12/15/2021	EASTERN SLOPE RURAL TELEPHONE	210780246	632.06
12/31/2021	12/15/2021	Simplifile-Documents Recording	210780248	230.00
12/31/2021	12/15/2021	Xpress Bill Pay	210780249	468.64
12/31/2021	12/15/2021	Accent Detailing	210780250	858.00
12/31/2021	12/15/2021	DANA KEPNER COMPANY INC.	210780251	426.85
12/31/2021	12/15/2021	Davis Construction	210780252	9,530.60
12/31/2021	12/15/2021	Denver Best Concrete LLC	210780254	7,080.00
12/31/2021	12/15/2021	TERRAMAX INC	210780255	10,500.00
12/31/2021	12/15/2021	TERRAMAX INC	210780255	13,100.00
12/31/2021	12/15/2021	TERRAMAX INC	210780255	13,100.00
12/31/2021	12/15/2021	TREATMENT TECHNOLOGY	210780256	1,882.00

Bank No: 1 Main Operating Account - Bank of the West - Main Operating Account

Period Date	Transaction Date	Description	Check Number	Check Amount
12/31/2021	12/15/2021	Via Mobility Services	210780257	3,000.00
12/31/2021	12/31/2021	CORE ELECTRIC COOPERATIVE	210780268	1,820.44
12/31/2021	12/31/2021	CORE ELECTRIC COOPERATIVE	210780268	2,122.98
12/31/2021	12/31/2021	CORE ELECTRIC COOPERATIVE	210780268	8,742.60
12/31/2021	12/31/2021	CORE ELECTRIC COOPERATIVE	210780268	3,187.35
12/31/2021	12/30/2021	VERIZON WIRELESS	210780297	2,163.12
12/31/2021	12/01/2021	BANK OF THE WEST	210780308	24,198.08
12/31/2021	12/01/2021	BANK OF THE WEST	210780308	3.46
12/31/2021	12/01/2021	BANK OF THE WEST	210780308	31.99
12/31/2021	12/01/2021	BANK OF THE WEST	210780308	187.08
12/31/2021	12/01/2021	BANK OF THE WEST	210780308	14.00
12/31/2021	12/01/2021	VERIZON WIRELESS	210780315	1,002.61
12/31/2021	12/02/2021	VERIZON WIRELESS	210780316	1,001.86
Total Bank of the West - Main Operating Account:				<u>679,603.75</u>

Modified Accrual Sales Tax Report

	<u>2021</u>	<u>2021</u>
	Actual Tax Revenue	Actual Tax Sales
January	\$ 330,033	\$ 8,250,824
February	\$ 296,403	7,410,064
March	\$ 347,782	8,694,562
April	\$ 343,399	8,584,979
May	\$ 348,583	8,714,568
June	\$ 377,459	9,436,484
July	\$ 356,457	8,911,427
August	\$ 381,637	9,540,916
September	\$ 510,571	12,764,285
October	\$ 361,001	9,025,027
November	\$ 375,439	9,385,965
December	\$ 482,771	12,069,272
Totals	\$ 4,511,535	\$ 112,788,372

<u>2021 General Fund Budget</u>		
3% Budget Revenue	3% Actual Revenue	Variance
\$ 220,553	\$ 247,525	26,972
\$ 202,572	\$ 222,302	19,730
\$ 263,024	\$ 260,837	(2,187)
\$ 260,374	\$ 257,549	(2,825)
\$ 281,201	\$ 261,437	(19,764)
\$ 266,306	\$ 283,095	16,789
\$ 266,500	\$ 267,343	843
\$ 257,255	\$ 286,227	28,973
\$ 341,762	\$ 382,929	41,167
\$ 253,342	\$ 270,751	17,408
\$ 273,076	\$ 281,579	8,503
\$ 270,066	\$ 362,078.15	92,012
\$ 3,156,030	\$ 3,383,651	\$ 227,621

<u>2021 Sales Tax Capital Improvement Budget</u>		
1% Budget Revenue	1% Actual Revenue	Variance
\$ 73,250	\$ 82,508.24	9,258
\$ 67,278	\$ 74,100.63	6,822
\$ 87,355	\$ 86,945.62	(410)
\$ 86,475	\$ 85,849.79	(626)
\$ 93,392	\$ 87,145.68	(6,247)
\$ 88,445	\$ 94,364.84	5,919
\$ 88,510	\$ 89,114.26	604
\$ 85,439	\$ 95,409.16	9,970
\$ 113,506	\$ 127,642.85	14,137
\$ 84,140	\$ 90,250.27	6,110
\$ 90,694	\$ 93,859.64	3,166
\$ 89,694	\$ 120,692.72	30,999
\$ 1,048,180	\$ 1,127,884	\$ 79,704